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Towards A Strategy To Build Administrative Capacity In Light Of Human Development For  
Qatar National Vision 2030

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## **ABSTRACT**

This research highlights the important role of administrative and human development in the implementation of Qatar Vision 2030 (QNV 2030) as the country's strategy for economic diversification and knowledge economy transition. The study examined the context, rationale, and significance of QNV 2030 strategy through comprehensive and well-organized literature review, which yielded indications of weak human capital and weak administrative capacity due to Qatar's failure in addressing these needs early in its development history. These twin problems have spawned socio-economic and environmental issues that threaten Qatar's strategic health, a situation raising the key question: What can be done to resolve Qatar's weak human and administrative capacity in light of its critical impact on Qatar Vision 2030? To address the problem, this research adopted mixed method involving online survey and in-depth interviews. The online survey elicited 40 suggestive probing themes supporting the triangulation of results between the two methods and the formulation of in-depth interview questions with key informants. The in-depth interviews distilled 10 notable development themes on: strategic readiness; income, surplus, and liquidity; social overhead capital; intergenerational equity; dynamics of change; government role; population imbalance; education; transformation leadership; and organizational trust. These research results interrelated with the findings of the literature review and on an integral sense, aided the development of multi-modal framework to assess Qatar's overall strategic readiness. The integration alignment allowed the development of strategic and tactical statements subsequently adapted to the preferred theoretical framework of combined Total Quality Management (TQM) and Balanced Scorecard (BSC) paradigms. The overall results confirmed Qatar's weak human capital and administrative capacity and revealed Qatar's low strategic readiness of 53%, a mediocre index triggering questions on Qatar's capacity to sustain progress as the ongoing oil price slump projects long-term duration. In answer to the key research question, the research concluded by presented recommendations from a national policy perspective and from a TQM-BSC implementation framework. For future research, the Researcher recommended that similar study over an expanded population size, with incremental analysis on: social and environmental aspects of the change agenda; adoption of all-level transformational leadership in inelastic monarchical framework; and context of post-transformation retrogressive economic performance.

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## TABLE OF CONTENTS

ABSTRACT .....	ii
ACKNOWLEDGEMENT .....	ii
TABLE OF CONTENTS.....	iv
List of Figures .....	x
List of Tables .....	xii
1 Chapter One: Introduction .....	13
1.1 Introduction .....	13
1.2 Definition and Context of the Problem .....	14
1.2.1 Qatar: Socio-Economic Profile .....	16
1.2.2 Major Growth Issues and Challenges .....	17
1.2.3 Vision 2030 and Human Development.....	18
1.2.4 Interrelationships of Four Pillars of QNV 2030 .....	20
1.2.5 Administrative Capacity and Human Development in Qatar .....	21
1.3 Research Aims and Objectives.....	22
1.4 Research Questions .....	22
1.5 Theoretical Framework .....	23
1.6 Significance of the Study .....	24
2 Chapter Two: Literature Review .....	28
2.1 Introduction .....	28
2.2 Qatar National Vision 2030.....	29
2.2.1 Context of Strategic Thrust.....	29
2.2.2 Rationale of Qatar National Vision 2030.....	31
2.2.3 Policy Implications – QNV 2030.....	33
2.3 Qatar and the United Nations .....	34
2.3.1 Parallel Views of Human Resource Development.....	34
2.3.2 Policy Implications: Thematic Content and Procedural Integrity.....	36



2.4	Human Resources Development (HRD).....	38
2.4.1	HRD: Essential Strategic Investment.....	38
2.4.2	Policy Implications: HRD as a Strategic Investment.....	41
2.5	Human Capital Development and HRD.....	42
2.5.1	Context of Human Capital Development.....	42
2.5.2	Policy Implications: Human Capital Development.....	46
2.6	Administrative Capacity: Nexus of Strategic Development .....	52
2.6.1	Definitions.....	52
2.6.2	Context of Public Administration .....	53
2.6.3	Determinants of Administrative Capacity .....	56
2.7	Building Administrative Capacity.....	58
2.7.1	Context and Significance .....	59
2.7.2	Drawbacks and Challenges: Administrative Capacity .....	60
2.7.3	Policy Implications: Administrative Capacity.....	62
2.8	Context of Knowledge Economy .....	62
2.8.1	Peter Drucker and Knowledge Economy.....	62
2.8.2	The World Bank: Co-constructing Knowledge Economies.....	64
2.9	Economic Diversification and QNV 2030 .....	68
2.9.1	Context of Economic Diversification: Gulf Cooperating Council (GCC) Countries.....	69
2.9.2	Policy Implications: Economic Diversification.....	70
2.9.3	Strategy Development Framework .....	71
2.9.4	PESTLE Analysis.....	72
2.9.5	SWOT Analysis .....	77
2.9.6	SWOT Summary Appraisal .....	79
2.9.7	The Balanced Scorecard .....	80
2.9.8	Total Quality Management (TQM).....	82

2.10	New Public Management (NPM) Paradigm.....	91
2.10.1	NPM Success Narrative of Singapore .....	94
2.10.2	NPM Success Narrative of Malaysia .....	95
2.10.3	NPM Failure Narrative of Bangladesh .....	96
2.10.4	Implications: NPM Analysis .....	97
2.10.5	Literature Gap .....	98
3	Chapter Three: Methodology.....	99
3.1	Introduction .....	99
3.2	Research Philosophy .....	100
3.3	Research Approaches .....	102
3.3.1	Deductive versus Inductive Research .....	103
3.4	Research Strategy .....	107
3.4.1	Reasons for the choice of the case study approach.....	108
3.5	Research method .....	110
3.5.1	Qualitative and quantitative methods.....	110
3.5.2	Quantitative and qualitative research compared .....	111
3.6	The mixed-method approach.....	112
3.7	Data Collection methods .....	115
3.7.1	Choice of Research Methodology.....	116
3.8	Data Analysis .....	120
3.9	Validity, Reliability, and Representativeness of Research Data.....	122
3.10	Sample .....	123
3.10.1	Mixed-method sampling .....	124
3.10.2	Sample choosing .....	124
3.11	Pilot Study .....	124
3.11.1	The importance of pilot study .....	125
3.12	Triangulation .....	125

3.13	Ethical Considerations.....	127
3.14	Research Design.....	128
3.14.1	Research process.....	130
3.15	Summary .....	130
4	Chapter Four: Results and Discussion of the Study .....	132
4.1	Introduction .....	132
4.2	Results of Qatar and Human Capacity Online Survey.....	132
4.2.1	Gender of Respondents.....	132
4.2.2	Industry / Sector Representation.....	132
4.2.3	Number of People in Respondents' Organizations.....	133
4.2.4	General Awareness of Qatar Vision 2030 .....	134
4.2.5	Elements of the Economic Pillar under Formulation.....	135
4.2.6	Familiarity with Human and Administrative Capacity.....	136
4.2.7	Human and Administrative Capacity-Building Strategy .....	136
4.2.8	Development Areas for Capacity-Building Strategy .....	137
4.2.9	Extent of Interaction with Government or Policymakers .....	138
4.2.10	Extent of Interaction with Other Organizations.....	138
4.2.11	Government-Led or Business-Led Capacity-Building .....	139
4.2.12	Analyzing Answers of Section 4.2.11.....	140
4.2.13	Objectives for Human and Administrative Capacity.....	140
4.2.14	Summary of Online Survey Findings .....	140
4.3	Results of In-depth Interviews .....	142
4.3.1	Level of Knowledge about QNV 2030.....	142
4.3.2	Significance of QNV-2030 to Qatar .....	143
4.3.3	Most Important Barriers to QNV 2030.....	144
4.3.4	Engagement in Economic and Human Development.....	146
4.3.5	Functions in Economic and Human Development .....	147

4.3.6	Progress in Economic and Human Development Pillars .....	148
4.3.7	National Trend on Economic and Human Development.....	148
4.3.8	Most Important Pillar for QNV 2030.....	149
4.3.9	Familiarity with Capacity-Building Strategies .....	150
4.3.10	Use of Strategies for Capacity-Building .....	151
4.3.11	Advantages: Capacity-Building Strategies .....	152
4.3.12	Development Priorities for Capacity-Building Strategy.....	152
4.3.13	Extent of Government Collaboration.....	153
4.3.15	Greater Contribution to Capacity-Building .....	155
4.3.16	Government-Led or Business-Led Capacity-Building .....	156
4.3.17	Success Potential of QNV-2030 Development Pillars.....	156
4.3.18	Objectives for building Human and Administrative Capacity.....	157
4.3.19	Recommendations to Accelerate Economic Diversification .....	159
4.4	Summary of In-depth Interview Results .....	161
4.4.1	Key In-depth Interview Findings.....	162
4.4.2	Key Development Themes from In-depth Interviews .....	163
4.4.3	Key Development Themes and Administrative Capacity.....	188
4.4.4	Interrelated Insights: Human Capital and Development Horizon.....	192
4.4.5	Interrelated Insights: Capacity-Building.....	195
4.4.6	Interrelated Insights: Public and Private Sector Collaboration.....	198
5	Chapter Five: Conclusion and Recommendations.....	200
5.1	Introduction .....	200
5.2	Conclusion based on Research question 1 .....	200
5.2	Recommendation Based on Research Question 1 .....	204
5.3	Conclusion and recommendations based on Research question 2 .....	205
5.3.1	Imperatives Caused by Low Strategic Readiness .....	206
5.3.2	Intergenerational Equity and Rationalized Fiscal Activity .....	208

5.4 Conclusion based on Research Question 3 .....	211
5.5 Recommendations Based on Research Question 3 .....	211
5.6 Recommendations for Policy Makers in Qatar .....	214
5.7 Recommendations for future research.....	217
REFERENCE LIST .....	218
Appendix 1 (Part 2) .....	247
Appendix 1 (Part 3) .....	248
Appendix 1 (Part 4) .....	248
Appendix 2: Results of Online Survey .....	250
Appendix 3: Results of In-depth Interviews .....	256
Appendix 4: Transcripts of In-depth Interviews .....	264

## List of Figures

Figure 1-1 Qatar National Vision 2030 .....	19
Figure 1-2 Centrality of Human Capital in Vision 2030 .....	21
Figure 3-1 The Research Onion Visualization Tool .....	100
Figure 3-2 The Deductive Approach .....	104
Figure 3-3 The Inductive Approach.....	105
Figure 3-4 Mix the deductive and inductive approaches .....	106
Figure 3-5 Research design.....	129
Figure 4-1 Industry / Sector Representation .....	133
Figure 4-2 Number of People in Respondents' Organizations     Source: Researcher .....	134
Figure 4-3 General Awareness of Qatar Vision 2030.....	135
Figure 4-4 Elements of the Economic Pillar.....	135
Figure 4-5 Respondents' familiarity with Human and Administrative Capacity .....	136
Figure 4-6 Human and Administrative Capacity-Building Strategy .....	137
Figure 4-7 Development Areas for Capacity-Building Strategy .....	137
Figure 4-8 Extent of Interaction with Government or Policymakers .....	138
Figure 4-9 Extent of Interaction with Other Organizations.....	139
Figure 4-10 Government-Led or Business-Led Capacity-Building.....	139
Figure 4-11 Level of Knowledge about QNV 2030 .....	143
Figure 4-12 Significance of QNV-2030 to Qatar .....	144
Figure 4-13 Most Important Barriers to QNV 2030 .....	146
Figure 4-14 Engagement in Economic and Human Development .....	147
Figure 4-15 Functions in Economic and Human Development.....	147
Figure 4-16 Progress in Economic and Human Development Pillars .....	148
Figure 4-17 National Trend on Economic and Human Development.....	149
Figure 4-18 Most Important Pillar for QNV 2030.....	150
Figure 4-19 Familiarity with Capacity-Building Strategies.....	150
Figure 4-20 Use of Strategies for Capacity-Building .....	151
Figure 4-21 Development Priorities for Capacity-Building Strategy .....	153
Figure 4-22 Extent of Government Collaboration.....	154
Figure 4-23 Extent of Private Sector Collaboration .....	155
Figure 4-24 Greater Contribution to Capacity-Building.....	155
Figure 4-25 Government-Led or Business-Led Capacity-Building.....	156
Figure 4-26 Success Potential of QNV-2030 Development Pillars.....	157

Figure 4-27 Objectives for building Human and Administrative Capacity .....	159
Figure 4-28 Recommendations to Accelerate Economic Diversification.....	161

## **List of Tables**

Table 2-1 Human Development Issues and Strategic Responses .....	46
Table 2-2 United Nations TQM Framework .....	90
Table 3-1 Advantages and disadvantages of quantitative and qualitative research.....	112
Table 4-1 Barriers to Success of QNV 2030 .....	145
Table 4-2 Capacity-Building Strategy Advantages .....	152
Table 4-3 Top Human and Administrative Capacity Objectives.....	158
Table 4-4 Recommendations to Accelerate Economic Diversification.....	160



# **1 Chapter One: Introduction**

## **1.1 Introduction**

Globalization, in its powerful performance-demanding context, continues to spawn immense pressures for countries all over the world to rethink, renew, and reinforce their national development priorities and growth strategies. Profound changes in the global landscape, from political to economic, social, technological, environmental, and legal forces, including global competition, have critically affected the growth and competitive capabilities of most nations that failed to make strategic improvements in their human resources. These changes induced the emergence of a new global regime, accentuating that for the sustainable economic growth, a country needs to achieve competitive advantage in quality of education, work force skills, and technological innovation (World Bank, 2008). As the current global situation embraces knowledge economy, which is predicated on the primacy of informed human capacity in maximizing the duality of physical capital and human capital, the new development imperative has imposed greater burden and challenge. The robust and sustained development of human resources, nonetheless, has become central to the evolution of different economic growth and transformation models leveraging human capital development and mobilization, including the elevation of the quality of education, into the strategic health of nations (Lucas, 1988; Romer, 1990; Barro, 1991; Becker, 1990; Baldacci, Clements, Gupta and Cui, 2004).

This conflation of development literature raises a relevant imprimatur: any country that fails to notably improve, expand, or change its human capital infrastructure, in alignment with external realities and challenges, will forever remain uncompetitive and deprived of any predictable short-term correction and long-term development potential. One country now going through this dysfunction, and facing the imminence of serious repercussions is Qatar, a prosperous Middle East nation that has relied on oil and natural gas as its singular source of national prosperity. In this myopia, Qatar has failed to adopt change strategies for economic diversification and human capital development. The next section discusses Qatar's problem in detail and expanded perspective. This Chapter lays the definition of the context of the problem; research aims objectives of the study and gives a glimpse of the research questions of the study, assumption, the significance and theoretical framework. The following Chapter

involves the literature review where appraisals of the existing theoretical literature, and critical reviews of current studies were conducted in relation to the problem under investigation. After the review of literature, Chapter 3 research entails a description of the research methodology employed in the study. Chapter 4 discusses the significance and relevance of the findings of the study to the research purpose and objectives with regard to Qatar Vision 2030. Finally, Chapter 5 has interpreted and put into context major conclusions of the research relating to the research question investigated in the study.

## **1.2 Definition and Context of the Problem**

Qatar's failure to undertake sustainable human capital formation created a critical problem, a central issue this research seeks to explore and address. This problem can be succinctly stated: *What can be done to resolve Qatar's weak human and administrative capacity in light of its critical impact on Qatar Vision 2030?*

The lack of skilled local work force, the increasing dependence on expatriates for private sector jobs due to lack of local talents, the fact that Qataris preferring to work in the government instead of the private sector, the insufficient public career opportunities to address large unemployment of Qataris, and the rising government expenditures and investments in large projects utilizing foreign labor (Qatar Economic Outlook, 2014-15) are key concerns aggravating the tension and challenge of dysfunctional human capital development and utilization. These issues can be summarily described as a function of an extensively large population of uneducated Qataris, unable to immediately support the government's new development thrust towards the economic diversification, the knowledge-based economy, and the national transformation. This lean human capital infrastructure has impeded the building of a robust administrative capacity.

Administrative capacity represents a key development, and a transformation enabler anchored on modernization, innovation, and training, where available human competencies maximize the benefits from infrastructure, environments, systems, methods, people, financial resources, and technologies.

Qatar's weak human and administrative capacity beclouds and threatens the country's strategic intent, to undertake economic diversification, unless it sustains investment in human capital (The World Fact Book, 2015). Qatar's economy remains highly vulnerable to the demonstrated volatility of oil, and any major shock brought about by sharp oil price declines has the potential to inflict devastating economic repercussions. The pressure for Qatar to diversify, and thrive in the knowledge economy keeps mounting, while the key problem continues to gain dynamic complexity. The stunting issues confronting Qatar depict the urgent necessity for a turnaround strategy that can extensively improve the quality of the country's human capital, which is the antidote for a frail and weak administrative capacity. This strategy involves: building strong and proactive public institutions; employing the right human talents and competencies; developing and implementing future-compliant human development policies; and installing people-centered and technology-enabled support infrastructure. With these strategic requirements addressed, it is not unlikely that Qatar can start to transition to a diversified knowledge economy, away from a regime of oil dependence and anesthetized human capital development. In this integral and holistic planning, administrative capacity-building assumes central significance in addressing the challenge of economic slowdown and global competitiveness (Qatar National Vision, 2030).

Recognizing the importance and urgency of realigning its development priorities, redefining its growth strategies, and addressing its global competitiveness in order to achieve its desired future, the government of Qatar has embarked upon a new strategy called Qatar National Vision 2030 (QNV 2030). This strategy depends on four important pillars made up of human development, economic development, social development and environmental development. While the QNV 2030 may be contextually correct with regard to the problem of Qatar, the implementation of the strategy, however, needs the massive restructuring of administrative procedure to elevate the levels of overall quality, service delivery, and productivity in Qatar in future-compliant dimension. For this reason, this study invokes two important arguments: first, the chief driver of QNV 2030 is the human development factor, as it enables and strengthens the other three pillars, which are all human capital- driven; and second, the administrative capacity-building is important in realizing major human capital development agenda; and for Qatar, this presupposes giving prior investment premiums in ensuring the

availability of relevant institutional structures, human resources, systems and tools, and overall governance (European Commission, 2014). In transition, and in order to address the weak local human capital base restraining the needed administrative capacity-building in Qatar, it may be auspicious to continue using temporary, but definitive, expert expatriate intervention to trigger the emergence of an overarching knowledge-building regime in less time. Qatar may not have the luxury of time and lifelong resources to support human capital enrichment and administrative capacity-building -- oil demand and prices have alarmingly dropped as major Qatar oil customers (e.g. United States) have expanded their own oil production, and as most nations intensified initiatives on alternative energy development.

At this juncture, before outlining the research objectives of this research, the following subsections will reflect summarily on Qatar's socio-economic profile, the major growth issues and challenges; the impetus of the QNV 2030; the interrelationship of the four pillars of QNV 2030; and the state of administrative capacity and human development in Qatar. The detailed presentation will be included however, in the literature review Chapter.

### **1.2.1 Qatar: Socio-Economic Profile**

Qatar is one of the most prosperous countries of the Gulf region that has shown unparalleled economic prosperity and development since its inception. Qatar's economy remains largely dependent on oil production and exports, with petroleum and liquefied natural gas products contributing more than half of 60% to the country's Gross Domestic Product (GDP). In the overall, Qatar's economic forecast shows high economic performance in the mid-term, with the service sector being the lead driver of economic growth, followed by the construction sector (Economic Outlook, 2015). In the midst of great gains in economic prosperity, Qatar remains traditionally Islamic in social and cultural values. The country assumes highest rank in social indicators across the region and ranks 31<sup>st</sup> in the latest UN Human Development Report in terms of human development (HDR, 2014). Yet, Qatar has an imbalanced ratio for expatriates versus the original nationals, as well as an imbalanced gender composition of the workforce. Qatar is relatively free from corruption, and is considered an open economy with less restriction on foreign direct investments (FDI) (Economic Freedom Index, 2015).

To conclude, Qatar represents a prosperous and booming oil-based economy, with massive financial resources and appreciable growth potential. However, the country's dependence on oil as a singular source of economic wealth and the unmitigated reliance on expatriate labor do not augur well for a sustainable economic future, especially in the context of volatile oil prices that can stunt or wipe out Qatar's economic gains and key prospects. Hence, it is important to analyze the limitations of Qatar's existing growth model.

### **1.2.2 Major Growth Issues and Challenges**

As mentioned earlier, the economy of Qatar remains vulnerable to oil price shocks and global competition because the country remains principally oil-dependent, seriously lacks alternative industries, suffers critical absence of local skilled work force, and continues to be expatriate labor-reliant. These quadruple issues bedevil Qatar's strategic vitality and change potential. The threat of depressed or weaker oil prices, including transport risks emanating from political tensions and turmoil in the Middle East are possibilities looming over Qatar's development horizon. Any event that shuts off or crimps the flow of oil revenues will, in all likelihood, erode the country's economic buffers.

Initially, Qatar should prioritize more investment infusions in innovation-based development, knowledge-creation, and administrative capacity-building initiatives to effectively respond to the impinging imperatives of globalization. Secondly, Qatar needs to start rationalizing public spending, regulating large and liquidity-draining projects like the huge fiscal spending made on the preparation for the 2022 FIFA World Cup. The more compelling argument against this kind of extensive and complex project engagement is that Qatar does not have the human capital structure and administrative capacity to orchestrate and manage the project. The sudden thrust on FIFA infrastructure project requirements, within a short span of time, has created serious administrative and logistical difficulties, and project costs unnecessarily exceeded budgets in prohibitive dimension. Thirdly, Qatar is inundated with a high population and concentration of expatriates seizing career and business opportunities that are beyond the prevailing skills, abilities, and knowledge of Qataris to handle. It is clear that Qatar should also address the existing marked employment imbalance between the two sectors to ensure the optimal distribution of local talents, across government agencies for the delivery of public

services and across industries for the mobilization of factor inputs needed in industrial and economic development and in the promotion of global competitiveness.

The QNV 2030 strategy faces serious challenges at the implementation level because of demonstrated human development deficit and weak institutional mechanisms incapable of supporting the country's economic development and transformation agenda. In a foreseeable mismatch between Qatar's strategic intent and actual capacity to achieve the intent, the human development impetus of the QNV 2030 has gained central importance in Qatar's strategic development charter. The following section highlights this long-term thrust.

### **1.2.3 Vision 2030 and Human Development**

As threats associated with the key problem heightens in intensity, as articulated and amplified by relevant world bodies and national development scholars, and as pushed by mounting internal pressure, the government launched in October 2008 the Qatar National Vision 2030 (QNV 2030), which is the central comprehensive blueprint for national development with the basic objective of bridging the gap between the present and the future. The strategy seeks to transform Qatar into an advanced nation capable of providing a high standard of living to its citizens by sustaining its own development. The QNV 2030 defines and illuminates the aspirations, objectives, and culture of the Qatari people; it envisions the future progress of the country and its citizens; it reflects the basic choices available to the Qatari society; and it provides a set of common goals for the people, society and administration. In its strategic context, the QNV2030 foresees long-term outcomes for the country as a whole rather than the processes for reaching these outcomes. It provides a framework within which national strategies and implementation plans can be developed.

The QNV 2030 strategy incorporates four pillars of development: Human Development, Economic Development, Social Development, and Environmental Development. Figure 1-1 explains the core elements of each pillar of development.

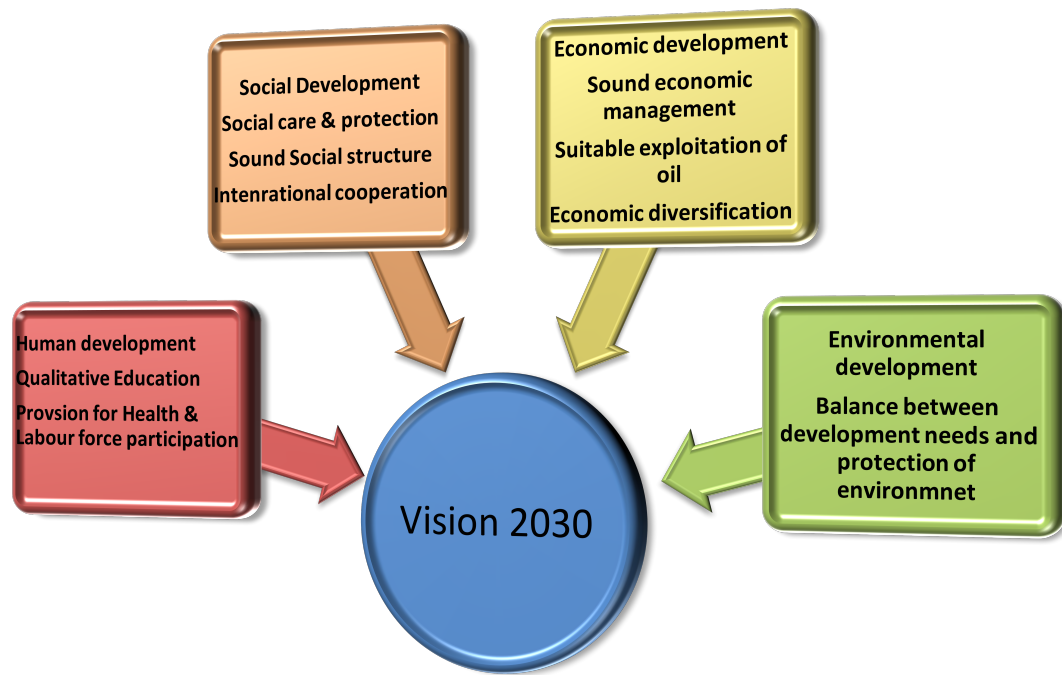


Figure 01-1 Qatar National Vision 2030

Source: Researcher

The Economic Development pillar includes transitioning to the production base of the economy, increasing industrial sector capabilities, promoting innovation and diversification, and enhancing stability and efficiency throughout the system (National Development Planning and Implementation, 2014). Social development implies ensuring social cohesion and family values among Qataris. The major strategies include establishing strong families, which implies maintaining moral and religious values; setting up efficient social protection system for the provision of civil rights and dignity in society; and nourishing the Arab culture and identity, while fostering a vibrant cultural environment (QNV, 2030). Environmental development includes strategies to reduce waste and preserve environment for future generations. Conserving water, managing and discharging waste, improving air quality, and protecting biodiversity are core environmental strategies clearly impressed in the government development blueprint, with calls for interrelated action plans being integrated into a comprehensive agenda for seamless implementation. Human development constitutes the foremost pillar of economic transformation because strategic success in the knowledge

economy, founded on a diversified economic framework, demands no less than the broad availability of educated, skilled, healthy, and capable Qatari work force.

In the implementation of the QNV 2030 strategy, there appears to be an emergent dimension that needs to be acted on in conjunction with the initial stages of the change exercise -- the paramount administrative, economic, and social responsibilities linked with the QNV 2030 implementation cannot be outsourced entirely among expatriate workers and experts. The strategy execution needs structural adjustments in both micro and macro policy frameworks, which can be started, developed, and mobilized through investments in human capital. Critics argue that unless and until Qataris get better opportunities in the labour market, public investments for implementing the QNV 2030 strategy would only benefit the expatriates (Al Ali, 2008)

As the QNV 2030 provides:

“Investing in quality education and training, including lifelong learning opportunities and changing mindsets, will help Qatar achieve its chosen development path. In particular, education and labour force participation are highly correlated, with higher education levels associated with higher participation rates. To achieve Qatar’s labour market goals, the education and training system must be relevant to the needs of the workplace” (National Development Planning and Implementation, 2014).

#### **1.2.4 Interrelationships of Four Pillars of QNV 2030**

As deduced from the previous presentation, and as shown in Figure 1-2 below, the centrality of human capital in QNV 2030 is evident. Human capital serves as the nexus of the four pillars of QNV 2030: human development (i.e. education, training, healthcare, quality workforce); economic development (i.e. economic prosperity); social development (i.e. family, social cohesion, gender balance, safety and security); and environmental development (environmental sustainability). Since human capital is subsumed in human development, as a matter of reality and logical consistency, human development is undeniably the heart and soul of QNV 2030 development pillars.





Figure 01-2 Centrality of Human Capital in Vision 2030

Source: Qatar National Development Strategy (2011)

Successful strategic change paradigms (e.g. QNV 2030), presuppose the prevalence of high performing institutions that will carry out the change agenda; but these institutions can prevail only from conditions of sustainable administrative capacity, which happens to be a veritable product of available human capital built by human development strategy. The relationship of human development with administrative capacity is discussed in next section.

### 1.2.5 Administrative Capacity and Human Development in Qatar

As an indispensable policy development and execution enabler, administrative capacity can make or break the final outcome of the change exercise. Lodge and Hood (2003) alternatively defined “capacity building” in the perspective of public management, making descriptive attribution to the term “competency management,” which denotes skills and capabilities, including legal powers, the state machine needs or should possess (Lodge and Hood 2003).

Though Qatar envisages a comprehensive human development strategy to seize opportunities for growth and transformation, the size, composition, and quality of the needed administrative

structures pose serious challenges. The core barriers affecting the delivery integrity of most administrative regimes include the following (Almalki, 2012): lack of professionalism; the ambiguous definition of public/private; the dominance of public sector over private sector (creating dependency mentality); the dependence on oil revenue for all expenditure; the lack of transparency and accountability; and the lack of openness and flexibility. Evidently, the current administrative system in Qatar runs deficiently and ill-equipped to manage the enormous responsibilities attached to the implementation of QNV 2030, which involves cross-cutting issues like sustained collaboration among sectors, effective management of skilled work force, continued public-private partnership formation (State of Qatar, 2012) that has been an important fulcrum of social overhead capital expansion (KPMG, 2014 pg. 20), and well-focused timely devolvment of new ethos and principles concerning administrative capacity.

### **1.3 Research Aims and Objectives**

The research focuses on the relationship between the key concepts of human development and administrative capacity, and their combined role in fostering sustainable economic growth, national transformation, and global competitiveness -- with human development being the critical pillar, lead driver, and core enabler of the change agenda, and Qatar being the change model. In the overall, the fundamental aim of the research is to create an economy that is sustainable and upgrade people's future standards of living, and ensure there is a balance between economic and social development in order to enhance prosperity of the society.

Based on the context of the identified problem of Qatar, and on the research aim, the research was founded on the following defined objectives:

1. To examine the important role of administrative capacity and human development as critical to materializing QNV 2030.
2. To evaluate how current policy directions on the knowledge economy and economic diversification influence Qatar human resource development strategy.
3. To establish the strategic management recommendations that should support the administrative capacity – building and human resource development agenda of Qatar.

### **1.4 Research Questions**

Based on the research objective, the research will respond to the following research questions:

1. Would Qatar have the institutional capacity and human resource readiness to address the opportunities and issues posed by QNV 2030?
2. What are the contributions of human resources development on other development pillars, and other strategic drivers in the economic transformation of Qatar?
3. How can Qatar government effectively achieve the planning, allocation of resources and funds, and formulation of policies in order to ensure the success of the QNV 2030 strategy?

## **1.5 Theoretical Framework**

The relationship between human development and economic growth strategy is well-established by economic theories. Since the main focus of the current research relates to policy framework, management, and outcome, the researcher decided to approach the problem from the theoretical framework of public management and public administration. While reviewing the literature relevant to the research problem, it is evident that the relationship between administrative capacity and human development in western countries has been studied and confirmed within the new public management (NPM) paradigm. The critical role of administrative capacity in economic growth and overall development was also studied against the context of Singapore, Malaysia and other East Asian countries using the NPM paradigm. However, there was no previous study conducted within the context of Qatar using the same framework. While analyzing the core elements of the QNV 2030 and NDS 2011-16, the researcher found that the policy framework contains many elements of the NPM paradigm, even though the strategy document does not specifically mention the NPM paradigm. However, NPM paradigm is too broad and does not address the realities of governance in a globalized economy. Thus, the current study approaches the problem from the perspective of Total Quality Management (TQM) as the anchor strategy, in combination with Balanced Scorecard (BSC) as ancillary strategy. In essence, the researcher adopted an integrated TQM and BSC strategy, with the flexible provision of leveraging selected applicable values that can be identified from the success narratives of NPM, and grafting such values to the Qatar strategic strand (Yusof and Aspinwall, 2000 p. 281). Only few studies have empirically examined the administrative structure and performance of Qatar's public

sector within the theoretical framework of TQM. These earlier studies, however, were limited to specific public-sector companies. There is no previous research that approached the entire policy framework of Qatar from the perspective of TQM theory. Hence, this study uses indicators of integrated TQM-BSC framework to examine the efficiency of administrative capacity in Qatar.

## **1.6 Significance of the Study**

Though there is no dearth of literature on human development and economic growth, only little empirical and indicative evidence exist on how a country, with very weak human capital base and inferior workforce quality, can transform to high point of global competitiveness, as a diversified knowledge-based economy within a span of two decades. With the scant empirical data establishing a direct relationship between human development and economic growth and transformation, the significance of the study lies in being able to ward off the threat on the validity of potential results due the scarcity of empirical data. To mitigate this threat, the research used multi-dimensional means of sourcing, processing, analysis, and interpretation of data, which apart from a substantive literature review, included diverse research tools and frameworks such as: PESTLE factor appraisal; SWOT analysis; online survey; in-depth interviews; frequency distribution analysis of survey and interview results; performance evaluation paradigms of NPM, TQM, and Balance Scorecard (BSC)); and multi-modal framework to determine Qatar's index of strategic readiness ( Dale, 2015 p. 133). This 10-point broad-based research approach, although not a fully-designed empirical alternative generating absolute empirical research data, nonetheless, provided ample basis to clothe the research with credible results. The pioneering approach used comprehensive multi-dimensional, multi-tiered process of data collection, analysis, and integration to overcome the threat on validity of research results. The approach represents an original contribution to the body of research approaches in situations where empirical data cannot be conveniently obtained or processed using normal channels. Another original contribution of the research pertains to the novel approach of using a new alternative mode of assessing national strategic readiness index. This pioneering method involved expanding the breadth and depth of an existing performance evaluation paradigm by Kaplan and Norton (2004), to allow the consideration of other equally important and relevant parameters on strategic readiness

appraisal. Another new dimension introduced by the research relates to the one-to-one comparability of national transformation narratives, by using the success attributes of Singapore as the base reference in assessing Qatar, Malaysia, and Bangladesh. This comparison first drew significance from having identified Singapore's key strategic behaviors before, during, and after its sterling engagement with economic transition. The research offers comprehensive strategic management policy recommendations addressing human capital formation, administrative capacity, knowledge-based economy, and economic diversification issues. Here, the tripartite merger of strategic management, human resources, and economic development principles can provide development planners, policymakers, entrepreneurs, investors, economic managers, research professionals, students, and the academe with new thoughts and expanded perspective on strategy integration and development. The thesis offers organized study and new knowledge on a subject where there exists scant indicative data.

### **1.7 Contribution to Knowledge**

This research has contributed knowledge related to administrative science in different philosophical, theoretical, methodological and practical contexts. It has sought to bridge the gaps in the academic literature of human resource development and administrative capacity.

The study empirically demonstrates that challenges and opportunities exist in local administrative institutional capacity of Qatar. The research concluded on the positive role of administrative capacity and has paved the way to bring about changes in the national system, provided that political and administrative support from government are in place to meet the capacity building challenges.

Theoretically, this research determined the feasibility of implementing an administrative capacity building and tested the level of institutional capacity of local administrations for human resource development in Qatar. More specifically, the study referred to the unsatisfactory strategy of administrative capacity in Qatar that proposed to address QNV-2030.

Methodologically, the use of 'triangulation' has generated more valid results and allowed concrete conclusions to be drawn. Historical inquiry and the analytical use of more recent materials on public administration along with, case studies and unstructured interviews, led to

a valid conclusion from descriptive to inferential analysis in order to generalize likely outcomes.

The research has examined a body of literature covering various perspectives of administration and governance in developing countries, especially the human resource development within QNV 2030 context.

Practically, as this research has sought to understand, examine, analyse and explore the role of administrative building in institutional capacity building of public sector institutions for human resource development, it also referred specifically of achieving universal and evaluated the programme for future reference. This research has represented a valid case for developing countries. It has employed Qatar as a unit of analysis and has explored the role of administrative capacity building in institutional capacity building in public administrations. The Qatari decision makers in particular, and governments in developing countries as well as international development partner agencies in general, can benefit from this research, in a way to rectify, correct, and assess, reassess and improve existing human resource development institutions. Recently, few academic efforts systematically examined the human resource development institutions in developing countries, in a reform-led capacity context. Developing countries, particularly the government of Qatar, can rely on the findings of this research for future reference in their efforts to build administrative capacity.

The study does not claim that the experience of Qatar is necessarily representative of all developing countries. However, it describes a set of institutional imperatives that can be projected by different degrees to other similarly situated nations. This research, therefore, will contribute as a continuous learning experience for governments of developing countries and their development partners, especially Africa Asia, and Latin America in general and the Gulf countries in particular.

## **1.8 Research Outline**

This research was mainly structured, dividing the content into two major parts. The first one represents the theoretical perspective of the research and it includes two Chapters (One and Two), and the second one endorses the practical side of this study, thus including two other Chapters (Three and Four). The last Chapter, Chapter Five, represents the major conclusions

on this research as well as the recommendations deemed necessary by the researcher to be implemented by Qatar's Government in their efforts of executing QNV 2030.

Chapter 1 is the introductory Chapter that represents the problem statement and research questions, the research aims and objectives, a summary on Qatar's current context, and the rationale for this research as well as its contributory significance.

Chapter 2 represents the literature evaluation of the existing studies and literature with regards to the four pillars of QNV 2030, and concentrated mainly on the issues of administrative capacity and human resources.

Chapter 3 constitutes the research methodology, including the research philosophy and design (interviews and survey), besides explaining the data collection and analysis phases.

Chapter 4 endorses the results and findings of the implemented research methodology. This section described in detailed analysis, the results of the in-depth interviews and those of the online survey, both being conducted by the researcher in Qatar.

Chapter 5, being the last chapter, advocates significant managerial strategies to be implemented by Qatar's government, if the country really aims into achieving the long term objectives of QNV 2030.

## **2 Chapter Two: Literature Review**

### **2.1 Introduction**

This section represents one of the most important parts of this research as it presents a large body of meaningful and organized references to underpin the research purpose. The topics covered in the review have been adopted to establish a human resource-based strategy for building and sustaining national administrative capacity for Qatar, as embodied in the National Vision 2030. Supporting information and illustrations have been selected, read, analyzed, and organized from peer-reviewed articles, dissertations, books, essays, articles, technical and academic manuscripts, institutional and professional journals, and reliable online materials that allow expanded research perspective and add evidentiary value to the research practice. The literature review can be recognized in four major parts: the first part covers the nature and the scope of Qatar National Vision 2030 (QNV 2030), why Qatar needs the articulation, evangelization, and implementation of the QNV 2030, and how Qatar's QNV 2030 blends with the strategic blueprint of the United Nations – a tripartite discussion that seeks to capture and illustrate Qatar's awareness and resolute intention to address existing and foreseeable human resources development (HRD) issues; the second part encompasses the critical dimensions of HRD in national strategic investment, human capital development, and educational system: another tripartite presentation that aims to illuminate the vitality of the HRD in the national development effort; the third part discusses administrative capacity as the nexus of strategic development, and the context of knowledge economy and economic diversification both of which are enclosed in Qatar's strategic focus; and the fourth part, being the last, explains the strategic management process and models that should support the HRD initiative as an essential strand in the national strategy framework, such as PESTLE, SWOT, Balanced Scorecard, and TQM (Yüksel, 2012). The context, as well as the pros and cons of the NPM model were similarly discussed to highlight iconic success (i.e. Singapore and Malaysia) and failure stories (i.e. Bangladesh) in the NPM arena (Sarker, 2006 p. 203). These illustrative accounts on early Asian initiators to transformation provide clear backdrops to the current strategic development posture of Qatar.



## **2.2 Qatar National Vision 2030**

This section will discuss in its three parts the context of the strategic thrust for Qatar with regards to the established vision QNV 2030, the rationale behind such vision, and the implications arising correspondingly with the vision.

### **2.2.1 Context of Strategic Thrust**

The strategic direction of the Government of Qatar remains clearly impressed in Qatar National Vision 2030 (QNV 2030), which illuminates four interrelated major pillars of development: economic development, social development; environmental development; and human development (QSDP, 2008; Kotler and Armstrong, 2012). Based on the provisions of Qatar's National Development Strategy (NDS), a strategic blueprint purposely crafted to underpin the implementation of the QNV 2030, human development represents the most important of the four pillars. The NDS accentuates an overarching people-centered strategy highlighting the essential significance of empowering Qatari citizens in designing and constructing their desired future (QSDP, 2015). The specific policy directions of the QNV 2030 (QSDP, 2015) provide that Qatar will:

- (1) Build robust human capital foundation and ancillary resources to achieve economic and societal goals;
- (2) Develop and sustain a world-class educational system that
  - (a) Empowers and prepares students to meet impinging challenges;
  - (b) Develops students to become innovators, entrepreneurs, artists, and professionals;
  - (c) Hones students' skills to competitive and quality levels attuned to the imperatives of globalization; and
  - (d) Motivates students to be prime contributors to Qatar's economy;
- (3) Capitalize on and benefit from a national network of formal and non-formal educational programs that promote skills, motivation, moral and ethical values, traditions, cultural heritage, sense of oneness and citizenship, innovative and creative orientations, and sports propensities;

- (4) Champion the provision of a comprehensive world-class healthcare system that ensures convenient access to effective and affordable partnership-based preventive and curative care – with a physically and mentally healthy population being the backbone of the strategic development effort; and
- (5) Develop and build capable and motivated workforce with investments in certification and training programs by public and private institutions, including provisions for vocational support to women, and targeted selection and participation of expatriate labor to help in the process of strategic development (QSDP, 2015).

Tan, Al-Khalaqi and Al-Khulaifi (2014, p. 213) postulates that the aim of Qatar government is to build a prosperous and a vibrant country that will enhance economy as well as social justice for every person. In view of the study done by Tan, Al-Khalaqi and Al-Khulaifi (2014), they came up with recommendations that would enable a better transition that the country ought to be having to achieve their dream of the 2030 vision. Despite their assertion noting some factual statements on the four pillars of development, limited effort was made towards an accurate theoretical framework that would aid the country in applying the administrative capacity in human development. For the purpose of this research, and without contravening other related attributions to the concept, the researcher represents administrative capacity as the institutional ability to analyze, develop, plan, and execute strategies, programs, actions, and decisions intended to seize opportunities, mitigate threats, and correct weaknesses; with a predominant strategic development perspective, administrative capacity pertains to a governance situation where institutions possess the capacity to manage, train, and develop people; capitalize on emerging technology gains; undertake multi-sector collaboration; exercise integral knowledge and skills; and demonstrate high sense of public accountability. Qatar has reiterated the importance of the four pillars and their vital interrelated context when it averred in its second Human Resources Development Report (GDSP, 2009):

Each of these Pillars has clearly defined long-term outcomes with important inter-linkages. To achieve these outcomes and remain true to its values, Qatar has committed to balance five critical challenges:

- (1) Modernization and preservation of traditions;

- (2) The needs of this generation and the needs of future generations;
- (3) Managed growth and uncontrolled expansion;
- (4) The size and quality of the expatriate labor force and the selected path of development;  
and
- (5) Economic growth, social development and environmental management.

### **2.2.2 Rationale of Qatar National Vision 2030**

As many analysts and observers have presented, the ambitious human development impetus of the QNV 2030 was neither a transitory nor a cosmetic strategic thought that flashed in the minds of Qatar's key economic actors. Rather, the QNV 2030 was carefully benchmarked with the present and foreseeable issues bearing on the non-robust and weak quality of Qatar's human assets. Based on the study conducted by Rand Corporation (2008), it is apparent that the QNV 2030 originated from Qatar's critical human resource issues, among which are the following points: non-Qatari employees make up the bulk of the labor force; Qatari employees remain concentrated in the government sector, which could not accommodate all those desirous of public employment; young and first-time workers find it difficult to get a job, thus causing high unemployment rates; and Qataris do not receive the proper type of education that will enable them to compete in Qatar's economy and labor markets.

The investment boom has led to a large influx of unskilled laborers into the country, an immigration surge that generated unparalleled needs for incremental housing, health, and public service facilities. This immigration boom dramatized the low employment participation of local population due to serious lack of human development and absence of relevant and marketable skills among Qataris. The participation of Qataris in the work force was 14 % in 2001 and it further deteriorated to 6 % in 2009 (Al- Kuwaiti, 2012). Any paradigm shift toward a diversified knowledge-driven economy requires highly competent and capable local population endowed with the right education, skills, training, motivation, and entrepreneurial orientation. The dominance of expatriates in the private sector leaves Qataris dependent on the public sector, but public institutions face saturation inasmuch as demand rises beyond what is actually needed (Al Ali, 2008). Moreover, the extraordinary benefits and remuneration entitlements to Qataris working in the public sector represent a bar for Qataris from leaving government employment (Forstenlechner and Rutledge, 2010).

Another general recognition is that Qatar lacks skilled workforce from the local population. There is also marked dependence on expatriate services for private sector engagements, and the government spends heavily in large projects, attracting entry of foreign unskilled workers at a time when Qatar still needs to develop necessary infrastructures and administrative capabilities (GSDP, 2015). While Qatar's development prospects appear imperiled by the country's dependence on oil and inadequate stock of human talents, nonetheless, Qatar has become aware and conscious of its limitations and has, in fact, initiated externally-oriented measures tending to veer away from its tribal and old culture societal norms (Heard-Bey, 1996). Despite some aversion to western management styles, recent developments in Qatar indicate efforts to develop local talents as multinational companies are persuaded to provide localized operations by employing, training, and developing Qataris instead of expatriates (Stanton, 2009).

It is also a common major observation that with Qatar's dependence on oil as a singular source of national prosperity, the industrial diversification situation needs to be closely examined from the human resource endowments of Qatar, which appear not to be future-compliant, and need purposeful development (Rand Corporation, 2008). Income from oil constitutes 70% of the total government revenue (World Bank, 2015). As an index of its demonstrated prosperity, Qatar has a per capita income exceeding \$100,000 at Purchasing Power Parity (PPP) exchange rates (PWC, 2015 p, 23). The huge income from oil exports generated fiscal surpluses that built economic buffers and helped Qatar cushion even the crippling impact of the Great Recession in 2007-2009. With a total production of 159bn cubic meters, Qatar is one of the biggest producers of oil among the countries in the Gulf region (PWC, 2015). While Qatar had slight decline in overall growth rate due to reduced oil production in 2014, the commissioning of the Barzan gas project increased oil production and led to a sharp increase in growth in 2015 (Economic Outlook, 2015-16).

It is not impossible for Qatar's solitary source of national prosperity to be damaged by human resources-related weaknesses that can create serious dysfunctions in the country's national development effort. If the dysfunction lingers over a prolonged period, it can critically disable Qatar's economy as government spending depends largely on oil revenues (Government of Qatar, 2008) and it can strip the country with the capacity to create, administer, and preserve

intergenerational equity (Weiss, 1992), which means resources and assets not owned by any generation, but to be administered, protected, preserved, and renewed for the benefit of all future generations. With this backdrop, it is not difficult to appreciate that Qatar, despite its massive national wealth, has no other development option than to diversify.

To this challenge, according to Eason (2011), Qatar appears to have risen and responded by investing heavily in human development beyond predictable dimensions. Eason (2011) pictured an ambitious investment pattern that bespeaks a strategic intent to benefit of Qatar's hydrocarbon earnings into transforming the nation -- not only as a global icon of modernity with its large-scale infrastructure projects, but also in more commanding posture, as a knowledge hub and cradle of innovation. The global vision of Qatar can expand into the Gulf Cooperation Council (GCC) region, the entire Middle-East, and even the developing countries of Asia and Africa. For instance, Qatar's notable concern for the sporting infrastructure in the developing world, which was wisely included as part of Qatar's 2022 FIFA world cup bid, created a compelling reason and an outstanding rationale for Qatar to emerge as the winning bid.

### **2.2.3 Policy Implications – QNV 2030**

At this juncture, echoing earlier findings of the Rand Corporation (2008), emphasis must be placed that while Qatar appears to have presented all the right narratives to describe its strategic stance with respect to a human resources-based transformation, the country is far from the apex of its vision. Based on the rationale of the QNV 2030, Qatar has evidently taken unnecessary short cuts to keep pace with the sudden and rapid pace of growth. Qatar overlooked and failed to effectively harness and upgrade the intellectual and professional content of its workforce by relying on borrowed unskilled foreign labor, while having a pathetically myopic appreciation of the needs of its educational system. In light of the success stories of South Korea and China (Lukianenko, Lukianenko and Doroshenko, 2013) in achieving their respective visions of the future, through patient and abiding discipline of upholding the right fundamentals for economic growth, economic diversification, and knowledge creation, these case studies offer indicative leads for policy directions. South Korea epitomized collaborative and directive stance on an innovation-based, research-powered transformation in conjunction with the private sector and the academe, which largely

pushed through with public-private partnerships PPPs (ADB, 2011). China, using a similar collaboration involving the government, the private sector, and the academe, exemplifies excellence in knowledge transfer and knowledge creation by maximizing foreign direct investments (FDIs) (ADB, 2011) and economic growth of its coastal regions (Zhang, 2006). In both classic models of strategic development, the heavy hand of government was visible, but thematic focus, factor awareness, and systematic execution were common properties in the emergence of strong national administrative capacity. How Qatar can consider, measure up, and adapt to these development lessons in less time and money represents a vital policy question that needs to be addressed. The FDI solution is one development channel which Qatar has adopted on a limited scale (U.S. State Department, 2014), and which can be magnified to much bigger coverage and dimension to expand social overhead capital or strategic infrastructure projects (KPMG, 2007; KPMG 2014). Furthermore, such solution might create greater economic impact, subject to the strategic consideration of FDI's advantages and disadvantages (Amadeo, 2015; Connect US Fund, 2015) and in light of Qatar's relaxation of restrictions to boost the inflow of FDIs (Oxford Business Group, 2015), which should serve to preserve its huge economic buffers that have been built over time by a highly proactive savings rate of 56% of Gross Domestic Product (QNB, 2015).

## **2.3 Qatar and the United Nations**

This section will discuss in detail the various theories relating to the Human Resource Development, and what implications will arise with respect to improving the human resources for Qatar's National vision 2030.

### **2.3.1 Parallel Views of Human Resource Development**

A close comparison and analysis of Qatar's QNV 2030 and NDS strategic documents dramatizes the centrality of human development over the three other pillars (i.e. economic, social, and environmental development). Human development serves as the lead strategic driver in a sensitive and critical process involving the expansion of people's choices and capabilities across a wide variety of dimensions (Daley, 2012 p 35). This relates to the factors of long and healthy life, resources for decent standard of living, education, political rights and freedom, creativity and productivity, environmental, culture and arts, and social relationships,

as well as other life-enhancing elements (Alkire, 2010 p. 123). These societal dimensions underscore the inherent role of human development as a vital enabler of economic growth and sustainability, a predominant relationship that the QNV 2030 espouses, as set out in its specific policy directions.

Similarly, the United Nations (OESC, 2015 n.p.) strongly posits that human development functions as the central artery supplying life to economic, social, and environmental development, resonating the prime advisory: “it is also a vital component for achieving internationally agreed sustainable development goals, including the Millennium Development Goals, and for expanding opportunities to all people, particularly the most vulnerable groups and individuals in society” (OESC, 2015). According to the United Nations (UN), human resource development empowers people by enhancing their productive and contributory capacities that will lead to the improvement of quality of life for all stakeholders of society (i.e. individuals and their families, communities, businesses, industries, and governments). The UN also assists in the creation of the most appropriate and accessible educational programs in order to ensure a life-long learning (KPMG 2004; 2007). The UN articulates that human resource development has gone beyond building individual capacity, but has morphed toward strengthening institutional capacity at country levels with socio-economic policies, development plans, and strategic initiatives. As such, the UN amplified that human resource development facilitates and bridges the nurturing of national human competencies to sustainable, inclusive, and equitable development and well-being of all people (KPMG 2004; 2007). Moreover, the UN espoused the following prescriptions, which appear to be aligned with the key concerns of Qatar:

- (1) A cross-sectorial and integrated human resource development agenda that exudes gender sensitivity and consistent alignment with the needs of the vulnerable members of society;
- (2) A responsive human resource development framework that encapsulates essential life-enhancing factors in society -- health, nutrition, water, sanitation, housing, education and training, communications, science and technology, employment, including the key element of population;

- (3) In its more relevant contemporary context, human resource development upholds premium and respect for basic human rights, worker's rights, occupational safety, and health hazard concerns; and
- (4) A prosperity-friendly human resource development thrust that makes provisions for sustainable livelihoods, including frameworks and strategies predicated on local community needs and governance structures and systems (KPMG 2004; 2007).

### **2.3.2 Policy Implications: Thematic Content and Procedural Integrity**

The alignment of Qatar's human resources-based development statements with the UN development prescriptions conveys meaningful theoretical substantiation for the strategic posture of Qatar. This alignment, however, does not in any way signal a failure-free policy execution because Qatar, by close examination of its QNV 2030 rationale, has yet to possess the human capital and the administrative capacity to orchestrate a winning transformation agenda.

For sustained and guided policy execution, the government prepared a National Development Strategy 2011- 16 (NDS) to implement the broad objectives of the QNV 2030. Both the QNV 2030 and the NDS identified five fundamental challenges requiring essential support provisions (National Development Planning and Implementation, 2014), and these are: designing modernization while preserving Qatari culture and traditions; balancing the needs of the current and future generations; managing growth and avoiding uncontrolled expansion; organizing the size and quality of the expatriate labour force in tune with the development strategy goals; and integrating economic growth with social and environmental development.

The NDS has acknowledged administrative capacity-building as a priority frontier for national reform and has pinpointed multi-dimensional public-sector reform needs (i.e. delivery of customer-oriented and efficient public services, development of relevant professions, output-oriented performance evaluation system, accountability standards, and quality improvements).

The NDS has identified general performance indicators to properly gauge administrative capacity; these indicators are called drivers of modernization, and include: efficiency, effectiveness, value creation, accountability, transparency, engagement, and relevance. How far Qatar can leverage these strategic drivers to produce appreciable improvements in human capital development hangs as a key question without indicative answer due to lack of



empirical studies on the issue. This research represents a research-based critical framework that can alleviate the dearth of empirical information about the subject, as the research explores the inter-relationship between administrative capacity and human development within the national development policy direction of Qatar.

What this research propounds is that, apart from the substantive context embellishing the QNV 2030, the adoption of clear, collaborative, and if necessary, directive procedures should be the more dispositive part supporting the change exercise. The actual procedural context may be beyond the ambit of this research, but would behoove policymakers and development practitioners in Qatar to consider the likely barriers to strategy execution. The hurdles can have political and cultural dimensions that may be at variance with Qatar's national setting; in which case, Qatar may have to decide on a strategic path not necessarily reflecting entirely its present posture. Qatar also has to pick on the best ways to follow in order to ensure success of its objectives and enhance the proper growth of the economy of the nation. Qatar can do no less – the country has to uphold its rich theoretical development foundation with foreseeable procedural integrity (OESC, 2015). In the same context, common awareness on what it takes to win from a correctly-managed business organization perspective, the researcher submits that Qatar's public sector's human resource development strategy should be strengthened with relevant procedural integrity elements such as:

- (1) Transformational leadership and commitment;
- (2) Regulatory framework;
- (3) Government transparency;
- (4) New technology and processes in service delivery;
- (5) Rationale for continuing reforms;
- (6) Monitoring and control;
- (7) Code of conduct and ethical standards;
- (8) Human resource management guidelines;
- (9) Organizational trust and intercultural competencies; and
- (10) Private sector collaboration (Kaplan and Norton, 2007, p. 63).

The representation of Shockley-Zalabak et al. (2014) on building competency-based organizational trust and on the capacity-building discipline of organizational learning lends enormous administrative capacity values to Qatar. The focal point of Hamel and Prahalad (1994 p. 134) on the essential value of transformational leadership in building and devolving competitive capacity for the organization to transition from low or average to high performance, without getting sidetracked in the exercise of its core competencies, is equally important for the emerging strategic journey of Qatar. The overall strategic management framework set forth as well as its attendant disciplines, protocols, and ethical considerations, gives a comprehensive backdrop that can be referenced in the administrative capacity-building engagement of Qatar. The connection between administrative capacity and human development is well established by many empirical studies (Vogel, 1996). Sen and Dreze (1976) also argued that quality of bureaucracy, constitutional structures, and state capacity are closely connected to human development.

## **2.4 Human Resources Development (HRD)**

The literature has highlighted so far on the criticality of the human resource factor and its linkage to success by organizations and governments as well. The next section will elaborate on the importance of the HRD as an essential investment for the successful implementation of QNV 2030, and the steps that should be undertaken by Qatar's government to benefit the most of the HRD.

### **2.4.1 HRD: Essential Strategic Investment**

According to NAMA (1983), a country progresses and develops through the effective use of all of its scarce resources, and the use of these scarce endowments remains circumscribed by the specific development and utilization of its human resources. Human resource development (HRD), as NAMA (1983) pointed out, draws appreciable levels of national effectiveness from an expanded context of knowledge, skills, and capacities of all the members of society. NAMA (1983) further averred that HRD can be viewed from an economic, political, social and cultural, education, or training perspective. From an economic viewpoint, HRD relates to human capital formation, the approach by which the capital is distributed in various departments in the nation and its effective infusion in the development of the economy. In its

political essence, HRD enables the integration of wide sectors into the new political systems, mobilizes social and political activities, and aids people to demonstrate responsible participatory behaviours as citizens in the political practice. Based on its social and cultural implications, HRD also provides the people with the necessary awareness which later helps to lead and live more meaningfully and intellectually away from ignorance, laziness, prejudices, and superstitions. In its public administration strand, HRD purveys knowledge, skills, and attitudes, as well as motivations, for government officials to cope with the necessity of change and the challenge of development.

According to the elaboration of NAMA (1983) in the conflation of development variables and modern society's goals, the HRD, sustained by education, assumes centrality and becomes a vital enabler of society's goals. According to Seers (1970, p 143) "education creates modernity in polity, economy, society, and culture." Adam Smith in his pioneering work (i.e. *The Wealth of Nations*) has also recognized the value of skills and efficiency (i.e. human capital formation) in achieving national prosperity, stating in his words that: "The acquisition of such talents, by the maintenance of the acquirer during his education, study, or apprenticeship, always costs a real expense, which is a capital fixed and realized, as it were, in his person. Those talents, as they make a part of his fortune, so, do they likewise of that of the society to which he belongs" (Smith, 1937 p 103).

Feldman *et al.* (2014), echoing Sen Amartya's (1999) representation, described economic development as the process of energizing and activating autonomy and substantive freedoms so that individuals can be actively engaged in economic activity. The authors suggested that people become dynamic agents of change and development as they acquire new competencies, heighten productive capabilities, and maximize economic utility. As more people get engaged in the economy, the opportunities for changes and improvements increase, with society becoming a high performing nation strategically provisioned with sustainable capacity. In ascertaining where a particular nation is in the economic development roadmap, several metrics like Gini coefficients, distribution of income, per capita income, quality of life index, life expectancy, criminality, and other indexes are used by policy makers and development practitioners. For Sen (1999), the core purpose of the economic development

pertains to minimizing human deprivation or expanding the range of human choices; while to Seers (1979), economic development seeks the reduction of poverty, inequality, and unemployment – varying thought perspectives on economic development focus, but both works supporting the vitality of human development on economic development sustainability (Nafziger, 2006). Amplifying Sen's (1999) view on deprivation, Narayan (2000) shared that deprivation is a multidimensional notion of poverty that covers hunger, illiteracy, illness, poor health, marginalization, non-representation, embarrassment, and insecurity for which a person may lose the capacity and opportunity to contribute to society.

Harbison (1973), Kaboolian (1998), Daisi (2011) and Aluko and Aluko (2012) had all described the importance of human resources' concept and its development on national economic health in a representation that bespeaks of human resource as the basic rationale for the wealth of a country. The authors stressed that resources are passive production inputs, while human beings function as active agents who raise and mobilize capital, leverage natural resources, and develop social, economic, and political structures. Moreover, the authors argued that any country that fails to build the skills and knowledge of its human elements in the process of national economic development will also fail to achieve in any other endeavors. In current reflection of human development as a strategic driver, the Asia-Pacific Economic Community succinctly emphasized the value of human resource development arguing that: “to truly compete in the global marketplace, APEC economies must continue to search for innovative human resource development strategies. In addition, the demands of the global economy require that we go a step beyond effective education and training efforts to strategies that incorporate human resource development into larger economic strategies” (APEC, 2015, p.1).

From a problematic point of view, Kuruvilla and Ranganathan (2008) similarly reinforced the human resources' strand on the sustainability of economic development advantage. The authors described how India grapples with four human resources policy issues that rock the strategic growth corridors of the country's outsourcing industry: (1) two macro problems relating to skills shortage and the failure of India to build the needed level of skills in support of the long-term growth and sustainability of the outsourcing industry; and (2) two micro issues concerning the extraordinary high levels of employees' turnover and employees' cost

spiral. Sharif, Ahmed, and Abdullah, (2013) illuminated the Bangladesh economic growth scenario where relevant studies indicated positive correlation between human resource development activities and the economic growth process; and as an adjunct of the human resource development strategy, significant investments have been made in education to secure the sustainability of the intended economic transformation. Complementing Sharif, Ahmed, and Abdullah's (2013) representation, Sanchez and Cicowiez (2014) propounded that better levels of education and healthy population help nations achieve collective productivity.

In the midst of diverse strategic prescriptions on human resource development as a fulcrum for national transformation, Qatar appears to be making a significant headway according to the national report conducted by the State of Qatar and published by the United Nations (2014) as between 2000 and 2012 Qatar made remarkable progress to attain high human development, as measured by UNDP's Human Development Index (HDI). This composite index is defined in terms of three dimensions (i) to have the capacity to live a long and healthy life; (ii) to be educated and knowledgeable and (iii) to have access to assets, decent employment, and income.

The country advanced to 36th out of 187 countries in the world in 2012, compared to the ranking 51st a decade earlier. Qatar has progressed relative to the world's top five countries. In terms of the three component dimensions of the HDI, Qatar now ranks the second highest globally in the GNI per capita index, 13% above the top five countries, and its achievements in health care are exemplary. However, Qatar's results in the education dimension still lag markedly behind the world's top five countries.

Based on the same report published by the United Nations (2014), it was revealed that "84% of persons living in households in Qatar expressed that they were either very or somewhat satisfied with their lives" (State of Qatar, 2014).

#### **2.4.2 Policy Implications: HRD as a Strategic Investment**

From this research comprehensive presentation on the importance of HRD as an investment frontier in national development policy direction, the key indicative treatises summarize as:

- (1) Human deprivation and expansion of the available range of human choices (Sen, 1999)
- (2) Reduction of poverty, inequality, and unemployment (Seers, 1979); and

- (3) Current human resources development problems of India in its long-term economic development blueprint (Kuruvilla and Ranganathan, 2008).

These three factors directly impact Qatar's policy framework because: Qataris are mainly deprived of the right quality of education for which their range of choices are unnecessarily lessened. Furthermore the inequality and marginalization in the labor force must be contained because they undermine job placements for Qataris and the subsisting India's problems with shortage of local skilled manpower and high employee turnover spotlight the same predicament of Qatar. This study argues that any Qatar policy enunciation intended to address the triple issues currently raised must carefully reconcile the national urgency, the impact of the existing problems and the prevailing capacity of Qatari government to resolve them. The political, economic, and social conditions in Qatar, including cultural implications, can be used to test whether QNV-2030 has been premised on specific, measurable, achievable, realistic, and time-bounded goals. Qatar's inadequacies in institutional frameworks, management skills, and labor force quality can replicate the Indian problems in Qatar over an extended dimension, which calls for further needs' analysis and deeper focus on human resources development policy formulation. Nonetheless, based on the report issued by Qatar's Ministry of Development Planning and Statistics jointly with the UNDP (2015), Qatar appears to be making headway in human resources development, which findings tend to conflict with other reports on a flawed educational system, marginalization of Qataris in work placement, lack of skilled manpower, and high employee turnover – factors which could affect citizens' satisfaction.

## **2.5 Human Capital Development and HRD**

The next section will share further the scholars' views and theories with regard to the essence of the human resource development and its relation to developing the human capital needed by decision makers, whether institutions or countries.

### **2.5.1 Context of Human Capital Development**

Human capital can be defined as the totality of the "skills, knowledge, and experience possessed by an individual or population, viewed in terms of their value or cost to an

organization or country” (Oxford Dictionary, 2015). In essence, Human capital can be regarded as the knowledge or competency that is embedded in a person, organization, society, or nation. Mathur (1999) described human capital as the accumulation of skills and talents demonstrated by the educated and skilled workforce of an area, country, or region. Gupta and Cui (2004), sharing that human capital development has been attributed to being a stimulus of economic development, revealed the results of a study conducted by Baldacci *et al.* (2004), covering 120 developing countries, regarding the macroeconomic effects of human capital. Ogunade (2011) averred that the Baldacci *et al.* (2004) study represented evidence of positive correlation between years of education (i.e. human capital formation) and economic development, showing that the effect of education on growth has greater impact on low-income countries – one percent (1%) point increase in composite enrollment influences a 0.1 percent point increase in per capita GDP growth, which is 1.5 times more than the effect obtained from middle-income countries. Ogunade (2011) elaborated that education, collaborative practices, coordination of workforce training and education, and targeting training strategies create long-term significance on country-specific human capital development strategies and practices. This integration effectively transitions the workforce from low-level skills to high-level endowments, and enables them to develop competitive advantage, generate incremental value, influence diversification, and facilitate economic growth. Ogunade (2011) also took the opportunity to mention in the study the typology of skills that offers relevance to human capital formation. These skills are: foundation skills, core skills for work, technical skills, entrepreneurial skills, and business management skills. Qatar’s serious inadequacies on these skills tend to blur any notable improvement in human capital development.

Almendarez (2011) shared interesting insights about the Human Capital Theory, which the author has described as a conceptual construct fundamentally predicated on the assumption that the acquisition of formal education represents an important and necessary tool in the improvement of the productive capacity of any society. In essence, this assumption postulates the logical construct that an educated population denotes a productive population. Human Capital Theory explains the expansive effect of education on worker’s efficiency and productivity as learning enlarges the inventory of economically valuable human

competencies, which are enriched by inherent abilities and investments in their enhancement (Almendarez, 2011). While early theoretical constructs in economic development used as measures of economic strength the basis of determinate outputs generated by the tangible factors of production (i.e. land, labor, equipment, factories), modern economists have shown acquiescence to the idea that education and healthcare are the strengths of robust human capital and expanded economic outputs (Almendarez, 2011).

According to Babalola (2003), the new prospect with regard to purposeful investments in human capital formation can be viewed across three dimensions:

- (1) The new generation must be accorded their respective shares of the expanded knowledge that has already been built by earlier generations;
- (2) The new generation should be empowered on to how to maximize already acquired knowledge into the development of new products, new systems and processes, new production methods, and new social services; and
- (3) People must be motivated to develop new ideas, products, processes, and methods that evidence innovative and creative approaches.

Functionally, human development builds and supplies sustainable breed of highly qualified, critical-thinking professional talents that conceive, design, plan, organize, collaborate, implement, monitor, evaluate, control, correct, and align objectives, strategies, programs, and actions in the economic, social, and environmental development pillars. Without brilliant human minds, possessing and exercising analytical, integral, and organizational skills, including strategic change perspective, to leverage these diverse, complex, and dynamic development variables into winning paradigms of change, success in any transformation endeavour becomes highly elusive, if not totally impossible, for any pillar. The concepts, models, and themes, as well as the implementation challenges, of the many disciplines under each development pillar, require considerable availability of human capital at every phase of the strategic journey. From a holistic view, apart from robust human capital requirement in the central policy-making side, human capital adequacy at the interim layer (regional, city, and municipal-level administrators) between the central government and the citizenry of Qatar is an important change necessity. Successful delivery of value in terms of execution,



communication, collaboration, training, and rallying of people toward the grand aim of each pillar and QNV 2030 does not come from mediocre human capital base. For each pillar, human capital serves as the core power that delivers values and benefits from the central government to its citizens.

In the centrality of the human capital, the four development pillars remain interrelated in mutually-reinforcing links. No less than the Qatar General Secretariat for Development Planning recognized the strong interdependence and mutually reinforcing links of the four development pillars, in conjunction with the 2011–2016 National Development Strategy, when it averred.

For example, planned improvements in the education system will produce graduates better prepared to participate in a modern global economy that emphasizes knowledge-based services, healthcare and green technologies. In this way, the education initiatives will help build a high-quality workforce to support goals for improved healthcare and provide expertise for designing environmental policies and technologies. In turn, increased participation in these sectors also serves the economic goal of broadening the productive base and diversifying opportunities for future generations (GDSP, 2011, p.40).

Although human capital development holds primacy in the national development and transformation framework of Qatar, the path to robust and sustainable human capital formation is never mission-friendly. The challenge requires definitive exercise of political will and building of administrative capacity from baseline zero. Hence, since Qatar remains a laggard player in the quality governance challenge, administrative capacity-building is important and cannot be overlooked in the country's change agenda.

The QNV 2030 strategy has identified major challenges in human development and has presented policy responses to overcome these challenges. Table 1-1 elucidates this stimulus-response match-up.

Table 02-1 Human Development Issues and Strategic Responses

Human Development Issues	Strategic Responses
Rebalancing healthcare system to reduce emphasis on hospital-based care and increase integration between levels of care.	Establishing integrated healthcare system to shift the balance of care to patient-focused, preventive, and community-based model
Meeting critical needs for high-quality work force in health sector and other affected sectors.	Developing a national workforce plan on a multifaceted approach optimizing skills mix.
Raising student performance at all levels, especially in math, science and English.	Strengthening reforms in K–12 and higher education to ease demand and supply barriers.
Aligning labor market composition of Qataris with the goal of diversified knowledge economy	Realigning workforce demand and supply, emphasizing continuous skills upgrading.
Reducing reliance on low-cost, low-skilled foreign labor.	Reviewing the sponsorship law and identifying ways of attracting skilled expatriate workers

Source: Qatar National Development Strategy, (2011)

### 2.5.2 Policy Implications: Human Capital Development

While the fundamental assumptions of the Human Capital Theory like Almendarez's (2011) remain incontestable, the theory though cannot find immediate impact on Qatar as the pursuit and acquisition of formal education continues to blight the development effort; hence, it is clear that no discernible level of productive capacity can manifest. Even the human capital formation metrics of Babalola (2003), despite being meritorious in mechanics and application, will not yield conclusive outcomes because:

- (1) No large and transferable amount of knowledge has been built by earlier generations, and for this reason, only a miniscule amount of information, if ever, can be shared

with the new generations, and that no pronounced empowerment of the same generations can be perceivable; and

- (2) The anemic attitude of Qataris to work in the private sectors discloses a patent problem of motivation for which engagement in new ideas, products, and services happens to be more of a wish of policymakers and foreign observers rather than the prevailing mindset of the labor force (Babalola, 2003).

Here, the basic policy imperative dwells on the adoption of a procedural strategy that also provides for interim measurements on the current progress of human development and human capital formation in Qatar. This interim system of metrics can help track public sector performance and public reaction to the development agenda (Babalola, 2003).

#### **2.5.2.1 Human Capital Theory and the Educational System**

For human development to devise appreciable advantages in favour of the larger interest of society, greater informed decisions and wisdom necessitate a seamless integration between human capital and educational systems. As development scholars agree on, overall productivity heightens with expansion in the labour force, defined by diversity in functions and disciplines.

On the expenditure side, the baseline scenario assumes that domestic demand will remain buoyant, fuelled by household spending and strong domestic investment. Robust private demand is likely to be sustained by higher income and the modest population increase.

Sanchez and Cicowiez (2014) argued that higher levels of education and healthy population help enhance national productivity. In relation to this treatise, it is auspicious that Qatar considers the agenda of transforming its finite natural resources into sustainable knowledge products, developed by intellectual capabilities that are honed and nurtured within a projected healthy environment. This agenda stands on the rationale that human capital development increases labour market efficiency and fortifies other pillars of the vision.

According to GSDP (2011), Qatar has been spending 5 percent of its GDP on education, which is a vital cog in the human development process and in the sustenance of other pillars of development expected to make equally important contributions to the overall change agenda. Hence, the NDS has been focused on developing modern public institutions (Hvidt

2013; QNV, 2013), although its implementation has to overcome anticipated barriers relating to the critical lack of responsive human and institutional resources. As the current human development and administrative capacity scenarios indicate, the timely and effective execution of the QNV 2030 strategy has to contend with the following issues: building organizational capacity, recruiting trained people in health care and other sectors, delivering essential and complete public services, attracting public-private partnerships, initiating economic diversification, and providing the robust physical and social infrastructure for program implementation. These cardinal issues have to be decisively resolved with the major logistical and administrative needs associated with hosting the FIFA World Cup 2022, which, despite its prohibitive and daunting price tag, will afford enormous experiential knowledge, alternative business opportunities, and global recognition for Qatar.

In his book, *Principles of Economics*, Marshall (1961) viewed the propagation of education as a national investment and that the most valuable of all capital infusions is the investment made in human beings. Marshall (1961) contended that a person needs general education although it may be of limited application. As Marshall (1961) added, even the fractional amount of knowledge that limited education generates makes a person more intelligent, more prepared, and worthier of people's trust in the place of work. As education heightens industrial efficiency, it also supports the creation of material wealth. Marshall (1961) prescribed that should general education be insufficient, it should be augmented by access to technical education. Denison (1964) maintained that an educated and skilled labour force has the greater productive potential to learn and maximize the use of the most modern production techniques. Denison (1964) believed that education, more particularly general education, escalates the mobility of workers and elevates workers' level of awareness about available employment opportunities. Qatar has really made greatest rides towards creating a world-class education system, through the Education for a New Era reforms that begun after the Supreme Education Council was established in 2002, and the reforms of Qatar University, that also started in 2003. Denison (1964) argued that the higher the level of education, the more the worker can contribute to the national income account, with the educational background of the labour force working as a determinant of its quality.

Qatar government seeks to achieve significant improvements in the country's standards of living through cutting-edge strategic macroeconomic management and diversification thrust. Further improvements include proper distribution on resources in learning institutions, hospitals and infrastructures to ensure human development is catered for in all sectors of development. Qatar extends emphasis on education, science, and technology to evolve a balance between an oil-based economy and a knowledge-based modern economy (SyndiGate Media, 2013). In this vision of the future, Qatar has already made major strides in education reforms over the last decade, especially in the K-12 system of basic education, with public expenditures known to have increased by 15% from 2013 to 2014. Based on the SyndiGate Media report (2013), the Education and Training Sector Strategy (ETSS) 2011-2016 places high importance on the foundational and sustaining role of higher education in creating a knowledge-based economy. Further reforms of Qatar's education and training system will address quality, equity and inclusiveness, and portability and mobility. These themes will guide policy decisions, along with variety and choice. Strengthened reforms will tackle a number of critical challenges and opportunities affecting both supply and demand for education and training. The ETSS also recognizes the cardinal value of technical and vocational training in building a more qualified Qatari workforce that should be able to compete in global labour markets. The national attention on science and technology represents a reaffirmation of the premium earlier accorded to educational reforms, which situation is better dramatized by the operation of different independent schools and private foreign university extensions, specializing in medicine and engineering in the Education City in the last few years (SyndiGate Media, 2013). On top of this emergent trend in education, Qatar strives to become a regional hub for applied research and technological innovation in healthcare and biomedical fields. Qatar invested \$7.8 billion in the state-of-the-art development of the Sidra Medical and Research Centre and other large projects, including the solar power projects in Qatar's Science and Technology Park (Roberts, 2014)

Regarding the mobilization of large investments in education, Fagerlind and Saha (1997) rationalized that Human Capital Theory provides a fundamental argument for large public expenditures on education regardless of the economic positions of nations. The authors argued that the premise is in consonance with the democratic ideological framework and with the

exercise of liberal thought in most western cultures. The concept draws strength from an anticipated economic return of investment in education at the micro and the macro levels. People generate returns in terms of individual financial success and professional achievement that underpin broad economic accomplishments. The authors reflected on the general agreement among economists that the human resource wealth of a country ultimately defines and sets the context, pace, and scope of its economic and social development, and not the nation's capital nor its wealth of material resources. Fagerlind and Saha (1997) considered that capital and natural resources make up the passive productive factors, while human beings work as active change agents who raise and build capital, exploit the country's natural endowments, form social, economic, and political infrastructures, and implement national development initiatives. Babalola (2003) indicated that the share of education in economic growth and development comes from the potential of education to increase the capacity of an existing labour force to produce more in less consumption of scarce resources.

#### **2.5.2.2 Development of Investment Metrics in Education**

With expenditures in education being a vital form of national investment, from a sound macro and micro perspective, the rationale on conducting feasibility studies or economic appraisals for educational investment projects becomes moot and academic. Educational investments must consider reliable standards of measurements in order to ensure that all financial infusions consistently support relevant human capital formation and that the desired returns are achieved on a high degree of situational probability. Olaniyan and Okemakinde (1997), on this vital issue of investment measurements, propounded on the use of the following indicators:

- (1) Economic returns derived directly from investments, which measure balanced opportunity costs of resources and the projected / expected future benefits;
- (2) Economic returns indirectly generated from investments, which assess the external benefits extending to and affecting other members of a particular society;
- (3) The level of private demand for education and other determinants of individual demand for education;
- (4) The spread or degree of scatter of educational opportunities in terms of their geographical and social distribution across intended beneficiaries; and

- (5) The real distribution of financial benefits and burdens of education (Olaniyan & Okemakinde, 1997).

Almendarez (2011), in a greater elaboration on the value of education, reinforced the thought that inasmuch as education represents an incontrovertible input to national economic development through human capital formation and mobilization, expenditures for education must be viewed as necessary investments. When taken on this context of practicality and necessity, education enjoys greater predictability and stability as a rise to human capital built. Quality is critical in ensuring outcomes that address the needs of current and future labor markets. The challenge arises in achieving consistent and sustained quality across sectors. According to Nasser (2017), Qatar has already started in reforming the existing educational systems in 1970s by conducting RAND Corporation's analysis which assisted the country in evaluating the current status of education in Qatar, highlight the weaknesses and attempt to improve comprehensively the educational systems and its components. High-quality teachers, trainers and lecturers are a prerequisite, making it mandatory that all sectors monitor teacher training, qualifications and professional development. This approach leads to greater output for society and improved earnings capacity for the individual worker, increasing employment chances in competitive labour markets, achieving both financial and non-financial benefits, and enhancing job mobility (Nasser, 2017). Education, as a strategy to promote investments in human competencies, has to be anti-traditional in a manner that liberates, motivates, and empowers people on how to appreciate, prioritize, and articulate their demands.

#### **2.5.2.3 Policy Implications: Human Capital Development and Education**

Both Olaniyan and Okemakinde (1997) and Almendarez (2011) advanced valid representations on education as an investment. In fact, it can be stated that attributions to education as a prime investment frontier are within the context of the Qatar strategy for education. It is generally perceived that the educational reforms Qatar has been poised to capitalize on present world-class properties across all levels. Nonetheless, judging from the quality and displacement of Qatari workers in their own national labor environment, the situation dramatizes a contradiction, and an omission to aid and stimulate Qatari degree holders to get engaged in private employment. From a policy formulation perspective, on the

assumption of prior determination of responsive academic curricula, this research propounds the integration of the following measures into Qatar's national strategy:

- (1) Hold a national job placement bureau that assesses the skills of degree holders and assists them until they become gainfully employed and productive;
- (2) Conduct an interim job alignment training for graduates with degrees that may not fit within immediate private sector job vacancies;
- (3) Implement work incentives, with differentiated premiums for those joining the private sector; and
- (4) Collaborate closely with the private sector to help in the strategic thrust.

The success experiences of the Asian tiger economies (e.g. Singapore, Taiwan, Malaysia, and South Korea) are insightful models for Qatar to be guided by. In particular, the success case of Singapore in considering education as the central source of power in its economic growth engine represents a paradigmatic tandem of education and national transition, with exceptional flexibility to adjust with the dynamics of external changes (OECD, 2010).

## **2.6 Administrative Capacity: Nexus of Strategic Development**

Administrative capacity is one of the major elements that are vital for Qatar's path of implementing QNV 2030. Qatar has obviously a substantial lack in this capacity, and therefore, should aim into building such capacity, otherwise, QNV 2030 is threatened to fail.

### **2.6.1 Definitions**

While a broad variety of definitions has been attached to administrative capacity, all of these descriptions crystallize on the fundamental idea that this capacity prevails as an indispensable governance element. Administrative capacity represents long-running partnerships with governments, and in the history of national failures and successes, evidence has proven that administrative capacity represents the backbone of national strength. Administrative capacity substantiates the quality of both public administration and development administration.

Public administration is popularly defined as the "process by which public resources and personnel are organized and coordinated to formulate, implement, and manage public policy decisions," (Chandler and Plano, 1982) with the process of which incorporates:



- (1) Regulatory policy;
- (2) Redistribution policy;
- (3) Distributive policy (providing equal access to resources); and
- (4) National constitutional policy (Chandler and Plano, 1982 p 230).

Almalki, (1989), however, stressed that modern public administration has more particular applications to the developed economies of Europe and the United States. According to Almalki (1989), any discussion of modern public administration in conjunction with developing economies has to consider the varying political, economic, and social attributes characterizing each country.

Development administration relates to the process of designing and implementing programs of public administration intended to develop the economic and social sectors of developing economies in response to their needs, goals, priorities, capabilities and cultural dimensions that are, or may be, significantly at variance with developed economies (Gant, 1979).

Administrative capacity was interestingly defined by several authors as being:

- (1) The ability to respond effectively to change, make decisions efficiently, effectively, and responsively, and manage conflict (Bowman and Kearney, 1988);
- (2) The ability of the permanent machinery of government to implement policies, deliver services, and provide policy advice to decision-makers (Polidano, 2000);
- (3) The collective talent of bureaucracies to perform with competence and without corruption and malfeasance (Carpenter, 2001); and
- (4) The power, ability, or faculty for anything in particular (Addison, 2009).

### **2.6.2 Context of Public Administration**

In a concise historical narrative of public administration, Almalki (1989) described public administration as a phenomenon that is as old as civilization itself -- wherever there is government, there is public administration. Almalki (1989), citing Gladden (1972), narrated that since its origin in 6,000 B.C., public administration has gone through different changes in context from its being inseparable from the king, ruler, or leaders in early times to being delegated when the role and function of government expanded through time. Early governments were said to have three levels, with movers or manipulators of power assuming

the top level, followed at the mid-level by managers or administrators, and at the bottom level were the people. From being a representation of the royal estate or personal property of the king, the early form of government has morphed into the modern principle of nation-state where administration was no longer a servant of the royalty, but a servant of the nation, of the people at large, and of the public interest. The onset of the Industrial Revolution necessitated new ways of governance, requiring special endowments of knowledge and competencies in support of new societal engagements, which led governance from its parochial concerns over law and order to social service imperatives, and eventually to welfare state (Gladden, 1966).

From culture to culture, or country to country, sharp variations exist in the sophistication, complexity, and differentiation of public administration due to different political, social, and economic circumstances. According to Almalki (1989), these differences nonetheless illustrate a set of functions that uniquely belongs to the public sector, which in light of Almalki's (1989) representation, reinforces the inherent function of bureaucracy as the vehicle for public administration. As Almalki (1989) shared, it was not until Max Weber, a well-known German sociologist, philosopher, jurist, and educator, introduced his concept of bureaucratic authority that the concept of bureaucracy gained popular acceptance. According to Gerth and Mills (1958), Weber believed that charismatic authority was characteristically unstable and repugnant to rational judgment, while bureaucratic authority represented a stable and rational construct that could be learned and appropriated for effective administration. Based on Gerth and Mills' (1958) work, the following enumerates key provisions of Weber's theory of bureaucratic authority:

- Rule-based principle of fixed and official jurisdictional areas;
- Fixed-way distribution of activities as official duties;
- Rule-defined table delegation of authority on commands for the discharge of duties;
- Systematic requirements for regular and continuous fulfilment of duties and execution of relevant rights, stipulating employment of qualified persons only;
- Principle of the office hierarchy and levels of graded authority promoting vertical interaction between the higher authority and the governed;
- The management of the modern office predicated upon written documents;
- Bureaucratic principle on the separation of official activity from private life;

- Office management premised on thorough and expert training;
- Official activity requirement for the full working capacity of officials
- Stable and exhaustive office management rules, learned as a special technical training;
- Office holding to act as a "vocation" for functional and impersonal purposes;
- Recognized ascendancy and social esteem of officials over rank and file subordinates;
- Appointment of official bureaucrat by a superior authority;
- Lifetime job enjoyment;
- Regular compensation on fixed salary and old age security system for officials;
- Salary of officials not based on work done but on status, function, rank, or tenure service;
- Career path for officials in the hierarchical order -- from the lower to higher positions (Gerth & Mills, 1958).

Through time, in its different national exercises, public administration has gained political significance as it became more closely attached to national development gains and losses. The context by which it was engaged and the societal factors needed then to be addressed greatly expanded. Gulick (1987), for instance, in responding to what a public service administrator performs to produce desired governance results, offered, as an answer, the acronym POSDCORB, which stands for: Planning, Organizing, Staffing, Directing, Co-Ordinating, Reporting, and Budgeting. Public administration was thought of as a subordinate to politics because the latter makes the laws while the former executes such laws, a dichotomy that has lingered up to contemporary times. Public administration was impressed with the accountability for a host of impact areas such as: law and order (Gladden, 1966), social cooperation and social regulation (White, 1987); efficiency and economy, and later, with a more daunting abstract dimension: social equity (Frederickson, 1987), function, structure, and culture (Waldo, 1987); and, liberty, equality, and justice (Almalki, 1989). As countries and colonies were freed from authoritarian rule in the two decades following the end of World War II in 1945, the prospect of freedom, liberty, and self-determination reached intense dimension; broad varieties of needs and priorities, and growing demands for country-specific solutions, different from western models for developed economies, started to speedily gain

traction among new representative democracies (Gant, 2006). Calls for more results-focused and strategic models brought to the fore the approach on development administration, which purveyed the same strategic intent as public administration, except that it was directed to the socio-economic transformation of developing nations (Waldo, 1987). However, the rise of development administration was short-lived; after its fleeting coincidence with the emphasis on the time concerning state-led, centrally-managed development initiatives, the appeal of development administration as a strategy died out, becoming a victim of its non-realistic aspirations that entailed exceptional difficulties to achieve them (Hyden, 2011). According to Hyden (2011), development administration has gone through two exit ways: being subsumed in the field of public administration where it originally belonged; and having migrated to the field of governance where the integration of relevant disciplines (i.e. economic and political), including administrative reforms, constituted a controlling development model currently used and adapted by scholars, policy makers, and development practitioners to the strategic needs of developed and developing countries alike.

### **2.6.3 Determinants of Administrative Capacity**

Sun and Gargan (1993) propounded on major determinants of administrative capacity based on the classic development experience of Taiwan, which factors could be modeled upon by similarly situated developing economies seeking national transformation. The authors indicated that building administrative capacity is a function of three factors:

- (1) The political environment;
- (2) The state-of-the-art in public administration; and
- (3) The quality of public administration practitioners (Sun and Gargan, 1993).

#### **2.6.3.1 Political Environment**

According to Sun and Gargan (1993), the political milieu of a nation relates to the dominant pattern of people's attitudes and behavioral manifestations pertaining to the purpose of government and the political systems, leadership modes, decision-making protocols and activities, and political engagements. The political ecology is generally defined by the prevailing culture, socio-economic conditions, and citizens' expectations within the system –

evoking the citizens' support and demands for appropriate government action, identifying the proper and acceptable ways through which the government should address society's problems, and setting general expectations on the level of government performance. According to authors, a country's administrative capacity can be enhanced by changes and modifications, which, then, condition the political environment to be more tolerant and supportive of certain administrative practices deemed germane to the general good of society. Alesina et al. (1992), argued that the political stability of a nation greatly influences the development since in a politically stable nation, many investors tend to visit the nation with the aim of investing and ensuring the economy drastically grows. These practices represent the convergence of traditional culture and western thought, a dualism that characterizes emergent political programs which can be judged by society either as supportive or non-supportive, and for that reason, demand a more balanced approach by the government.

#### **2.6.3.2 State-of-the-Art in Public Administration**

The concern for the state-of-the-art embraces the theory, the definition of standards, and the established practices accessible to public administration practitioners. Sun and Gargan (1993) on this second attribute, asserted that intellectuals make incremental contribution to the state-of-the-art by generating relevant theories, translating and advocating generated theories, and implementing these theories. As a matter of general practice, intellectual preferences of scholars are organized and articulated in solid research projects, conveyed to practitioners and potential public administrators in the form of professional education and training. The entire gamut of intellectual exercises and research engagements culminate in an extensive body of public administration knowledge (i.e. the state-of-the-art) that underpins management and governance, problem-solving, decision-making, training, and professional sustainability. Again, Sun and Gargan (1993) viewed the development of the state-of-the-art as a function of the combined influence of traditional and western thoughts. However, the authors recognize that although western thought, especially American theories and principles, dominate the state-of-the-art of the global environment, this thought does not necessarily wield universal application that permeates every political system or culture. As Caiden (1973) postulated, foreign archetypes of culture affecting the design of administrative reform programs in developing countries are not necessarily transferable, and for that matter, not automatically and auspiciously appropriable to suit a developing country's needs. According to Caiden

(1973), from the perspective of strategic importance, every country has to configure its program based on and within the purview of its unique circumstances relating to the stage of development, cultural archetypes, political context, access to and inventory of administrative talents, and functional requisites. Reiterating the expansiveness of administrative capacity, Sun and Gargan (1993) averred that the regimen can be improved also by upgrading the scope of knowledge of public administration actors and the relation of such knowledge to contextual elements. At any time, available knowledge falls short of the need or happens not to be universally applicable, then scholars need to select theories, frameworks, standards, and practices befitting the local political settings.

#### **2.6.3.3 Quality of Public Administration Practitioners**

Sun and Gargan (1993), amplifying on the third determinant of administrative capacity, stated that the quality of public administration practitioners denotes a regimen evincing the commitment of actors in public services to professional standards. This commitment depicts the consistent exercise of professional knowledge and superior skills in rendering informed decisions and in effectively solving problems in public governance. The state-of-the-art in public administration, according to authors, stipulates which of the available theories and concepts defines the specialized knowledge accessible to students and practitioners, with governing capacity being influenced by people who leverage administrative theories, models, and concepts. The connectivity between knowledge and behavior of public administration actors emerges as an offshoot of professional education and training, with the academic preparation of professionals and their relevant work experiences in application of the knowledge they gained in their education, thus, serving as an indicator of the quality of public administration (Sun and Gargan, 1993).

### **2.7 Building Administrative Capacity**

Qatar, as presupposed, lacks the necessary administrative capacity critical to the success application of QNV 2030. Thus, the next section will elaborate on the significance of building such capacity and what challenges might face the government of Qatar in its pursuit of improving the corresponding administrative capacity.

### **2.7.1 Context and Significance**

Acknowledging administrative capacity as an intangible asset that is difficult to measure in terms of actual outcomes, Ellis (2010) had illuminated on the central idea that building robust administrative capacity constitutes a critical factor in the public sector's delivery of services to its constituents. However, Ellis (2010) emphasized that it takes the exercise of intense political will and vision and the use of shared goals and indicative metrics to stage a robust administrative capacity, apart from unleashing an activist investment and training stance as well as an aggressive industrial and trade policy adaptation. In the rubric of administrative capacity, Ellis (2010) suggested the adoption of the balanced scorecard model as a mechanism to address objective setting, accountability assessment, and performance appraisal of both the government and its citizens, lest the complex and intangible context of administrative capacity obscures the process of its origination, development, and effective use. Ellis (2010) magnified the value of the presence of administrative capacity to set measurable objectives and deliver results in alignment with those objectives, asserting that the practice is vital in governmental, educational, corporate, hospital, and religious institutions, including homes. With this extensive reach of the discipline, Ellis (2010) cited the indelible value of improving the capacity of the people within institutions to support the strategic goals of both advanced and developing societies. Ellis (2010) took the occasion to amplify that at the macro level, administrative capacity signifies the ability to generate increased welfare in favor of the governed (i.e. citizens) by rendering essential services, creating jobs, increasing learning opportunities through schools, maximizing healthcare, and other beneficial initiatives supporting governance and societal sustainability. At the micro level, Ellis (2010) stated that administrative capacity denotes the ability of public servants to generate the highest possible level of public services, at the lowest possible cost, in light of the specific vision, mission, and strategy of the public agency.

One very interesting insight in Ellis' (2010) study touched on the internal capacity of government of being unlikely impacted by external factors, but by the internal preparedness and capability of the actionable institution. Ellis (2010) raised the idea that the structure and coordination of planning within a public service organization establishes whether or not that organization can achieve its capacity potential. Ellis (2010) believed that energizing and

stimulating the government to high performance has to be strongly driven from within. Accountable administrators and politicians must be competent, with complete understanding of the needs of their constituents and capable of transitioning visions into gainful reality. This ideal situation requires internal mechanisms that set out specific, measurable, achievable, realistic, and time-bounded goals, at minimum cost (Gable and Davis, 2004). Apart from the main challenges and issues in building administrative capacity, Ellis (2010) cited that most public organizations need to address the issue of job mismatch, which refers to the systemic failure of matching the right individual capacity to the right job, where job mismatch crops out of current job allocation process. This non-optimal allocation of scarce and right resources weakens overall public administrative capacity, a subsisting issue that must be addressed by balanced posting of public service talents from within and from external sources, taking in people of diverse views and experiences to improve organizational capacity. As Ellis (2010) added, by ensuring job fit across the public-sector community, the system can best distribute the most competent citizens among government jobs to produce the greatest good for the greatest number of citizens. This involves a tough and daunting challenge especially for democratic societies where, due to conflicts with adversarial politics, optimum resource allocation can be easier said than done.

### **2.7.2 Drawbacks and Challenges: Administrative Capacity**

Ellis (2010) correctly reposed to the government the accountability of building, strengthening, and devolving administrative capacity, including all the vital issues of job mismatch and non-optimal allocation of human talents. The gist of Ellis' (2010) treatise found significance in the study of Ewers and Malecki (2010) pertaining to the attributes of Arab Gulf States' economies, which include Qatar, in relation to the region's path to economic diversification. Ewers and Malecki (2010) cited the earlier findings of Porter (2003) on several negative features defining the significantly weak administrative capacity of the countries in the region, which weaknesses block common attempts to leapfrog into the knowledge economy. Ewers and Malecki (2010) indicated that the weaknesses fall into three categories together with their relevant statement of dysfunctions:



- (1) Institutions and Governance, which includes: government role in business against private interest and initiative; incentive structure not aligned with performance-based standards; national economies insulated from competition by protectionist policies; free zones not conducive to business improvements in the overall economy; free zones focused on real estate development instead of cluster development; limits on foreign ownership barring entry of foreign business and investors; counterproductive weak governance systems and restrictive legal system; and conflicts of interest abound, with intense government role in procurement;
- (2) Knowledge and Employment, which embraces: low level, science, and innovative capacity; skilled citizens heavily populate the public sector; dependence on highly-skilled foreign specialists; limited education for low-skill foreign workers; lack of topnotch public schools and universities; and lack of available data for business research; and
- (3) Supply and Demand Structure, which incorporates: weak sophisticated local demand from business customers; only foreign suppliers addressing sophisticated personal demand; limited number of specialized suppliers and service providers; limited number of exporting companies; inefficient financial markets and weak non-oil economic clusters; and low integration of foreign investments with local industries (Ewers and Malecki, 2010).

Ibrahim and Harrigan (2012), in their study of the past, present, and future economy of Qatar, indicated in their findings the:

- (1) Inefficient use of resources for several reasons including technical issues and outmoded technologies;
- (2) Stiff regulatory and administrative impediments;
- (3) Burdensome customs procedures and regulations;
- (4) Weak access of small-medium scale businesses to support facilities like land;
- (5) High business registration and processing costs;
- (6) High entry barriers for new business;

- (7) Government competition with the private sector; and
- (8) Deteriorating non-gas, non-oil productivity performance, while per capita worker productivity in emerging economies behaves inversely in an upward trajectory.

### **2.7.3 Policy Implications: Administrative Capacity**

Apparently, the weak administrative capacity strand of Qatar has short-term policy implications that Qatar needs to immediately resolve; otherwise, the country's strategic interest may be compromised. Literature has reflected on the negative effects of retaining weak levels of administrative capacity over the country's failure to sustain social as well as economic development (EPRC, 2015). The political, social, and cultural realities in Qatar, however, can cause capacity-building difficulties like the start-up pains early achievers in administrative capacity have gone through. From a strategy formulation perspective, to respond to the time pressure on building necessary administrative capacity, it may be wise for the Qatar to vigorously adapt to the knowledge transfer and knowledge creation strategies China did to install a diversified economy. Another option is the South Korean example, although it involves a different approach. Without a model to reference on, and a political will like that of the winners in the administrative capacity regimen, Qatar will take much time before achieving its vision because of the serious systemic weaknesses with complex political, economic, and cultural underpinnings.

## **2.8 Context of Knowledge Economy**

The knowledge economy is the ultimate aim of Qatar through the QNV 2030. For this purpose, the next section will elaborate on the theoretical perspective and the scholarly evaluation on knowledge economy, and the components that build the strong base for such economy.

### **2.8.1 Peter Drucker and Knowledge Economy**

Knowledge economy has become a very popular notion and global phenomenon from the time it was popularized in 1966 by the famous American management scholar, author, educator, and consultant, Peter Drucker, in his book, *The Effective Executive*. In this book, Drucker (2002) introduced the marked difference between the traditional manual worker and the

knowledge worker. Drucker (2002) made a simple but thought-provoking distinction, with the manual worker being working with hands to produce goods and services, whereas the knowledge worker works with mind to generate abstract concepts or ideas. Drucker (2002) maintained consistent prognostication on the evolution of a knowledge economy where the ranks of knowledge workers would dominate the labor force. In an article with *The Economist* (2001), Drucker made the conclusive assertion that the next society will be a knowledge society with the three key attributes:

- (1) A borderless world will emerge as knowledge zooms in much less effort and less time;
- (2) Upward mobility of people can be expected as forthcoming because formal education becomes conveniently accessible and available to every person;
- (3) The potential for success and failure will hover indefinitely as any person can acquire the knowledge required for the job, but not all people will necessarily win.

Drucker (2002) foresaw the world becoming a networked global village, as new knowledge and new technologies permeate every conceivable institution across the globe. With the ubiquity and instantaneous reach of the Internet by which every person becomes accessible to anyone, the knowledge worker will assume a commanding service presence in the networked global community. In all likelihood, according to Drucker (2002), the knowledge worker will be the dominant social and political force because the new knowledge economy will rely heavily on their services. While the term knowledge worker used to refer to people with extensive theoretical knowledge and learning content (i.e. engineers, teachers, doctors, lawyers, accountants, and other professional practitioners), the rise of the term “knowledge technologists” (i.e. computer engineers and technicians, software programmers and analysts, healthcare labs assistants, technologists, and paralegals) appears as an emergent global and workplace phenomenon. Although knowledge technologists generally spend more time working with their hands, their manual work can be described to be predicated on prior possession of substantial theoretical knowledge built through education, apprenticeship, or special training.

## **2.8.2 The World Bank: Co-constructing Knowledge Economies**

In 1999, the World Bank (WB) launched a project dubbed as “Knowledge for Development” (K4D). This project was conceived in order to raise the level of awareness in the global community of policymakers and development practitioners on the immense growth impact of knowledge. The K4D also aims to encourage economists to improve comparative advantages of nations by fusing global and local knowledge (World Bank, 2008). To effectively transition nations to robust knowledge economies, the WB prescribes four pillars of success, and these are:

### **2.8.2.1 Economic and Institutional Regime**

This pillar represents a framework by which the system extends performance incentives and related perks to recognize the integration of the optimal use of existing knowledge and the acquisition of new knowledge in pursuit of economic activity, which must be directed to scale up productivity, improve quality, pursue innovation, and create new businesses (World Bank, 2008).

### **2.8.2.2 Education and Skills**

Each nation has to build a strong national community of educated and skilled workers with the continuing capacity to apply, upgrade, update, adapt, and share their competencies in order for the country to expand and mobilize a globally competitive workforce (World Bank, 2008).

### **2.8.2.3 Information and Communication Infrastructure**

As the expansion of knowledge in modern societies remains dependent on the wonders of science and emerging technologies, more particularly in the information and communication technology (ICT) space, it is essential that any strategic intent to transition toward knowledge economy must originate from a well-thought and well-provisioned ICT infrastructure, otherwise, all efforts fail unnecessarily, either due to failure in communication or non-connectivity (World Bank, 2008).

### **2.8.2.4 Innovation system**

Key actors in the national innovation loop (i.e. companies, research entities, academe, think tanks, consultants, analysts) need to take advantage of continuing expansion in the stock of

global knowledge by maintaining access, collaboration, strategic partnerships, and other forms of alliances. Here, the purpose is to identify and acquire new ways that can help adapt to local needs, devolve across communities, and promote creation of competitive products and services, with differentiation being a key factor (World Bank, 2008).

As the K4D model postulates, the volume of knowledge and how that knowledge is used and maximized are key determinants of total productivity. In this light, it is exactly the reason why the four pillars must be strategically reinforced to produce increased quantity and enhanced quality of information that should address the critical ends of the knowledge economy.

#### **2.8.2.5 Transitional Dimensions in Knowledge Economy**

Although knowledge economy remains a ubiquitous and persuasive phenomenon cuddled by every nation desirous of sustainable prosperity, the road to transition has difficult challenges that can be guided by the UN prescribed pillars of success. In 2009 study of 361 areas in the United States about the factors being affected by the onset of the knowledge economy, Kasscieh (2010) examined variables such as capital, education, engineering and science degrees, leading business school presence, resident medium and large enterprises in the area, population of business incubators, Internet connectivity, creativity, population, community clusters, and workforce deployment in high-tech and non-tech industries. Then, Kasscieh (2010) revealed that technology maturation activities (i.e. research, venture capital availability, and telecommunication infrastructure) were critically important for technology start-ups, while the attraction and creation of medium and large-sized enterprises stimulated and aided small start-up entities in market creation for their products and services. As part of indicative findings on what it takes on the part of the government to boost the development of knowledge economy, Kasscieh (2010) accentuated that government policies impact 11 strategic drivers for technology-based economic development within the expanse of knowledge economy, and these include: capital availability, higher education, elementary and secondary education, support systems, information infrastructure, water, tax burden, patents, creativity, and business talent. Actions on these 11 drivers shape the entrepreneurial climate, in particular the new business creation, which then promotes job and wealth creation. These fairly recent treatises on opportunities and challenges associated with the path to the knowledge economy reflect earlier insights about the paradigm. OECD (1996) manifested that

the adoption of knowledge in a broader perspective supports the origination of a knowledge-based economy where the generation, exchange, and use of knowledge triggers economic growth and wealth generation. From another standpoint, proponents of the resource-based view of the firm argue that growth stems from the utilization of tangible natural resources like land and labor (Conner and Prahalad, 2002). Still from another incremental perception, Barney (1991) conveyed that for the sustenance of competitive advantage, it is paramount that resources are valuable, rare, not easily imitable, and not substitutable. Grant (2002), in scaling up the value of knowledge, pointed out that in contrast to tangible assets, knowledge is indestructible; once knowledge is created and shared, it can be reused by others without being diminished in value; hence, it is not obliterated by shared, communal, or simultaneous consumption. In the conduct of all knowledge-related activities to influence the onset of knowledge economy, Knight (1995) communicated the guiding thought that all such activities demand continuing improvement through constant renewal of human and organizational capabilities and the development of environments receptive and supportive to change, creativity, innovation, learning, and adjustability.

Based on the arguments of Lukianenko and Doroshenko (2013), economic development models of Japan, South Korea (SK), Singapore, Taiwan, and Hong Kong, represent countries that successfully transitioned their economies from production of commodities to generation of intellectual and creative properties, especially the iconic SK's transformation experience. The authors cited the legendary migration and ascent of SK from production economy to industrial economy, and then to service economy. Lukianenko and Doroshenko (2013) stated that SK's phenomenon can be considered as a stickler of success, and in their synthesis of various analyses on SK's economic miracle, the authors shared the following major observations:

- (1) In the early 1960s, SK and Ghana (Africa) had almost similar level of per capita income; by early 1990s, SK had outdistanced Ghana on the same metric by six times;
- (2) SK's steep growth trajectory was propelled by the adequacy of physical and human capital before and during the take-off stage, and then by the bounty of creative knowledge as it approached the threshold of the knowledge economy;

- (3) A strong innovation system and infrastructure supported SK's journey to the knowledge economy, with the government exercising collaborative and directive involvement especially in research and development, sciences, ICT technologies, and in other knowledge-intensive industries where the discipline of creative originality prevails;
- (4) A powerful operational interdependence and sharing of resources and competencies, involving the government, the private sector, and universities, fortified a strategic research and development focus and a global competitive advantage for SK, with the private sector exercising willingness to fund SK's agenda; and
- (5) The pattern of investment premiums made by SK in favor of building capacity for and transitioning to the knowledge economy veers away from the ordinary to high spending to achieve creative knowledge economy status. For example, from 1995 to 2010, SK's research activity indicators show significant growth that only substantiated SK's strategic commitment to building superior knowledge economy infrastructure. Research and Development's GDP share rose from 2.3% to 3.7%; cost of research as percentage of GDP increased from 0.29% to 0.68%; number of researchers per 1,000 people in SK's manpower grew from 4.8 to 10.7 people; personnel per 1,000 people in SK's manpower almost doubled from 7.3 to 13.6 people; percentage of research projects performed by the SK government expanded from 19.1% to 26.8%; and number of patent applications amplified from 78,500 to 170,100 (Lukianenko and Doroshenko, 2013).

In a narrative about the emerging transition of China to knowledge economy, Sangaralingam (2013) mirrored a 30-year cumulative and intersecting reforms that led to the interplay of four separate activities, provisioned and facilitated by foreign direct investments (FDIs) and the growing prosperity of China's coastal regions. The four-stage process according to Sangaralingam (2013) started with the opening of the coastal regions to FDIs through the creation of Special Economic Zones dedicated to the inflow of foreign capital, products, technologies, systems, and services, which afforded technology transfers from the multinational companies operating in the zones. The second stage involved the collection, organization, and accumulation of knowledge with the conception and establishment of the

Science and Technology Parks and the Technology Development Zone. The third stage focused on developing and rolling out a strong incentive framework for research and development as a matter of strategic support. The fourth stage concentrated on the conduct of national educational reforms. As Sangaralingam (2013) clarified, the first two stages expedited knowledge transfer and knowledge creation, while the last two stages strengthened knowledge creation activities in China. The author also revealed that while the educational reforms ran in contravention with the Confucian cultural tradition blurring abstract thinking and creative thinking, Chinese students, who opted in being educated abroad, mitigated the impact of the cultural divergence to overlay the knowledge economy paradigm.

#### **2.8.2.6 Policy Implications: Building Knowledge Economy**

The success stories of South Korea and China are illuminating examples of what Qatar aspires to become (Ellis, 2010 p.185). The stories prove to be highly achievable, and what can make or break the goal attainment relates to what Ellis (2010) attributed to: the quality and the sufficiency of the internal administrative capacity of the government. Whether or not the Qatari government possesses, or will possess, the needed quality of administrative capacity suggests doing policy appraisal. If South Korea and China both succeeded in the endeavor, the challenge intensifies for Qatar to achieve more -- being one of the wealthiest nations in the world with a manageable size for building a knowledge economy. Moreover, Qatar must consciously strive to improve its institutional sustainability because based on an indicative report issued by the Government of Qatar, (2007) “a survey of world competitiveness carried out by the World Economic Forum in 2005 does however give indications of problematic factors for doing business in Qatar...factors related to the qualifications of the workforce, restrictive labor regulations, and inefficient government bureaucracy are perceived as the most problematic factors for doing business.”

### **2.9 Economic Diversification and QNV 2030**

Economic diversification has been one of the major objectives as well as tools of Qatar government in their pursuit of QNV 2030. The next section will discuss in further detail the context of economic diversification and the associated policy implications. Then, the section will detail the factors of both analyses, PESTLE and SWOT, in relation to Qatar’s economy



and situation, as well as the associated disadvantages and strengths of each analysis. Finally, the section encompasses the concept of TQM, and how it can be related to Qatar's vision.

### **2.9.1 Context of Economic Diversification: Gulf Cooperating Council (GCC) Countries**

Economic diversification relates to the process of productive variation where an expanded range of economic outputs is produced, either through export market diversification or diversification of income sources away from domestic economic activities, such as overseas investments, in order to improve economic resiliency and reduce dependence on vulnerable economic sectors (UNFCCC, 2014). Among the Gulf Cooperation Council (GCC) countries (i.e. Saudi Arabia, Kuwait, the United Arab Emirates, Qatar, Bahrain, and Oman), economic diversification symbolizes an elusive dream borne out of common overdependence on oil. The problem with solitary reliance on oil has been studied and researched on by many scholars. Hvidt (2013), in citing Kubursi (1986), encapsulated the whole economic diversification rationale of GCC countries with the following quote: "Were oil supplies everlasting, and the demand for oil strong and continuous, economic diversification would be pointless. The governments of the region would instead need only to ensure the distribution of oil revenues among the population." The reality, however, reverberates – oil supply is finite; and secondarily, its price and demand behave erratically. The third issue, which Hvidt (2013) raised, is the primacy of oil as the singular source of regional and national prosperity, as contrasted to the world's sustainable modern economies (e.g. Netherlands, Australia, Canada) that are at liberty to treat oil as another added value to their existing productive resources (Beblawi, 2011). By having a diverse economy, one that generates financial surpluses from a great variety of profitable sectors (i.e. not limited to one like oil for the GCC members), a country stands greater chances of managing immense fortune from a sustainable economic condition, which in turn, creates jobs, builds wealth, stimulates innovation, develops new learning opportunities, and invigorates the whole internal situation to the point of significantly raising the general standards of living (PWC Network, 2015). According to the International Monetary Fund (IMF, 2014), diversification supports growth and builds diversified economies that insulate countries from dysfunctions caused by unfavorable economic results locally or globally. Diversification develops streams of revenues that help fund government requirements for delivery of public services, establishment of infrastructures, grappling against the forces of

poverty, and managing balanced and equitable growth. Citing the successful economic diversification programs of South Korea, Indonesia, Malaysia, and Singapore, the IMF (2014) revealed that such epitomes of national high performance were modeled upon global competitiveness and technological upgrades all intended to create competitive advantage. According to Porter (2010), the most pressing competitive issue that GCC countries need to respond to is increasing economic diversification across the region.

In a study of the economic diversification indexes of the G7 Cluster (i.e. Canada, France, Germany, Italy, Japan, the United Kingdom, and the US), the GCC Cluster, and the Transformation Economies Cluster (i.e. Hong Kong, Ireland, New Zealand, Norway, Singapore, and South Korea), Booz and Co. (2008) used two metrics: the concentration ratio which measures the total output produced in an industry (i.e. shares of the GDP) by a given number of firms in the industry; and the diversification ratio, which comes as the inverse of the concentration ratio and can be used to gauge a country's economic diversity. As a guide in any economic diversification appraisal, the lower the resultant concentration ratio and the higher the diversification quotient, the more diversified is a nation's economy. In the Booz and Co. (2008) study, the GCC countries had the highest concentrations in relation to the sector contribution to GDP and the lowest diversification quotients – indicating less diversified economies.

## **2.9.2 Policy Implications: Economic Diversification**

Gelb (2011) notes that economic diversification has been a tool that rich countries use in building their economies. Thus, the developing countries tend to copy the trend of development in developed countries and apply it in their own scenario. This explains the scenario that this study seeks to relay to Qatar as a way through which government will be able to put all the products in a viable use helping the country to grow economically. In light of earlier discussion, apparently no country can achieve economic diversification unless it has built stable and extensive administrative capacity, which indicates the level of institutional strength. Human resource development originates from human capital formation, which then propagates into administrative capacity to complete a three-tier foundation for a knowledge economy and economic diversification strategy. Hence, for policy determination, economic diversification has to be linked and grounded to established administrative capacity

endowment. The Booz and Co. (2008) study findings on Qatar's high concentration ratio and low diversification quotient simply tell that Qatar has to elevate its administrative capacity index to be able to expand its profitable economic sectors and support sustainable economic diversification.

By reflecting on international developments, Callen *et al.* (2014) revealed that it is difficult for oil-dependent countries to transition away from oil to a diversified economy because of the oil-driven volatility of economic situations, the negative effects of oil revenues on governance and institutions, and the oil-influenced overvaluation of real exchange rates, with the cases of Indonesia, Malaysia, and Mexico being cited as sterling exceptions. While the non-hydrocarbon sector in Qatar has grown 11.3% against the hydrocarbon output drop of 2.2% (Gulf Times, 2014), and investments in chemicals and energy intensive sectors (e.g. aluminum) have propped up, production and export diversification industries, sourcing of high demand potential tradable products, investment in research and development, productivity gains, and employment impact of these developments have been modest (Hvidt, 2013) — picturing an economic diversification record that is not outstanding in dimension.

### **2.9.3 Strategy Development Framework**

Human resource constitutes a major factor that would assist Qatar in achieving all of its objectives of the vision 2030. However, any possible interruption of the incorporation of the human resource into the administration will create higher risk of the country failing to achieve most of its 2030 objectives. Therefore, public governance or public-sector management is no different from business management where sustainable internal capacity determines whether or not the organization can address the external forces of its environment. In essence, from a strategic management process, the key point is whether the organization possesses the internal strength to seize external opportunities, mitigate external threats, and translate internal weaknesses into strengths (Kaplan, R.S. and Norton, 2005). In the public sector, this interior capacity refers to the administrative capacity of institutions to support the national development agenda, or even the accomplishment of the mission of a particular branch of government. The most important question that radiates across Qatar's development horizon is: how can the government determine the strategic mix it needs to adapt in the midst of

impinging opportunities and threats? The following presents a resume of and the progression of tools of analysis that will help Qatar identify and select the appropriate strategies needed to reach its desired future, in a way that neutralizes its weak administrative capacity.

#### **2.9.4 PESTLE Analysis**

PESTLE is the acronym for political, economic, social, technological, legal, and environmental factors that affect the functioning of organizations, institutions, and governments. These external forces can be in the form of opportunities (i.e. key prospects for growth and expansion) or threats to strategic growth and stability (Kotler and Armstrong, 2012). Through the PESTLE lens, analysts can look into and analyze the important drivers of growth and development from a firm level or national level (Kaplan, R.S. and Norton, 2005).

##### **2.9.4.1 Political Forces**

For business organizations and non-profit institutions, the political analysis segment examines the present and future political situation and developments at foreign, national, and local levels. The analysis has strong emphasis on government policies and actions, the government being the regulatory agency, employer, and customer of businesses and industries. For Qatar, the likely political factors include political interdependence among nations in the GCC and other regional government communities; international agreements and alliances; mutual defense agreements; global trade regulations, promotions, and restraints; trade tariff, duty imposition, and taxation including protectionist policies of nations; potential for wars and violence including terrorist incursions; political action groups and lobbies; global fiscal and monetary changes; and geo-political conflicts (. A clear example of political factors as threats is the present rift of Qatar with Saudi Arabia which may even have further complications transcending political considerations. Qatar is facing currently a strong banning network established by the surrounding Arab Countries based on political disagreements among governments. As most of the GCC countries have shut down their connections with Qatar in sea, land, and air, the situation for the giant gas producer would be damaging, which will eventually impact Qatar's endeavours to position itself as an outstanding financial centre. Inflation is expected to rise, thus raising "the risk of a credit rating downgrade and curtail regional banking activity (Batrawy, 2017).

#### **2.9.4.2 Economic Forces**

Qatar's economy is strong and robust, which just like any country in the GCC, adopts an economic model that depends significantly on oil as the singular source of exports and fiscal revenues (IMF, 2012). According to IMF (2012), the model represents an economic growth construct that aided in the rapid economic development and growth of the GCC and Qatar and in the significant improvement in social indicators like human development index, infant mortality, life expectancy, and expected duration in schooling. With a declining trade surplus, net factor income (supported by income receipts generated from investment in foreign assets) helps maintain a healthy current account balance in the baseline. The GCC countries, as the IMF (2012) revealed, grew substantially as a result of the rising prices of oil; viable macroeconomic policies; feasible investments in education, health, and infrastructure; and reforms in the business sector. The bullish GDP growth was precipitated by continuous and heavy government spending on account of rapid increase in oil revenues. With sustained increases in oil prices and hydrocarbon production, on average, Qatar's total revenue grew annually by 20% from 2000-2013. This strong growth in national revenue cushioned total fiscal expenditure increase, which ballooned by an average of about 15% annually over the same period (IMF, 2015). Nonetheless, the GCC economic model has inherent weaknesses, one of which is the economy's high susceptibility to oil trade dysfunctions. When the global economic condition in the community of nations, or even the economic situation in one or two of its major regions, deteriorates or undergoes difficult economic dysfunction, the problem impacts most countries, especially developing nations dependent on troubled economies. Economic dysfunctions create paralyzing problems of unemployment and inflation, static levels of wages and earnings, depressed consumer demand, controlled spending behaviour of people, and a general business slowdown because of the economic malaise (Kotler and Armstrong, 2012). Other indexes of economic strength include gross domestic product (GDP), foreign currency rates, tax structures, stock market situations, business profitability, and interest rates. The volatility of oil supply and oil prices causes pressure and tension for most countries because of oil's ripple effects on other factors of production. Even for oil-rich Qatar, this volatility can be detrimental in terms of oil importation cutbacks, or discovery and use of alternative sources of energy by many oil-importing countries (Ministry of Development Planning and Statistics, 2016). The common aspiration of nations around the world to achieve

sustainability in the use of alternative energy sources away from oil represents an economic threat for Qatar, although presently the demand for oil is an opportunity (OECD, 2011).

The decrease in oil prices in the last few years has definitely affected Qatar's economic strength and development, yet, the country remains an important regional player despite the current obstruction implemented by major GCC countries against Qatar. Therefore, the international fluctuations of oil prices stand as the major factors putting Qatar's economic development at stake, as well as any alterations in infrastructure implementation plans (UK Government, 2017). The decrease in oil prices affected the average nominal GDP level (nominal GDP better captures the impacts of oil price changes on domestic income than do traditional volume measures of GDP for Qatar) that shrank by almost 2% relative to its baseline level by 2016. Nominal GDP growth under the lower oil price assumption would go slightly lower, at about half a percentage point below the baseline (Ministry of Development Planning and Statistics, 2016). These small impacts on growth were felt more or less evenly throughout the period.

#### **2.9.4.3 Social Forces**

The social element of the environmental analysis embraces essential social, cultural, and demographic factors that function as determinants of potential demand. These factors generally include: location, gender, age, occupation, race, education, profession, income, and other patterns of categorization. The market factors include needs, wants, preferences, lifestyle, usage, attitude, image, and other behavioral variables that may affect demand for products and services (Lautiainen, 2015). Awareness of the social context of the cross-border environments can help Qatar develop the right marketing strategies (e.g. product, price, promotion, distribution) for its product and services (Kotler and Armstrong, 2012), in conjunction with Qatar's economic diversification objectives intended to tap new products across expanded export markets. Qatar's strategies can include those that can usher Qatari firms to using business-level strategies of differentiation, focus, and cost leadership (Porter, 1980) and the fail-safe building of intercultural competencies and organizational trust (Shockley-Zalabak, 2002) -- as Qatar firms commence sporting an external business orientation on the assumption of improved government administrative capacity.

It should be emphasized, however, that some highly sensitive emergent social issues Qatar must address, which issues relate to: (1) major population imbalance where of the total Qatar population of 2,269,672 in 2014, Qataris totaled 278,000 (12%) only, while foreign workers with temporary residence status aggregated to around 2,000,000 (88%), performing gainful employment as an active part of the Qatari mainstream (Snoj, 2014); this is a unique situation where citizens are overwhelmed in number by migrant workers, while being marginalized in terms of pay, status, privileges, and rights (Amnesty International, 2013); (2) foreign workers represent around 94% of Qatar's total workforce, which is likely to be enlarged with one million more imported workers in the next decade (Amnesty International, 2013), another unique situation building emergent tension in the local labor market; (3) a rapid economic expansion generally adjudged to be a function of the major contribution of the massive utilization of foreign labor over the last two decades (Winckler, 2015), confirming Qatar's lack of human capital, which, according to Winckler (2015), is too small to support Qatar's grand political needs and aspirations; the situation also marks the vulnerability of Qatar to labor supply and demand dysfunctions and to weak knowledge transfer as many of the imported workers are low-paid, menial non-skilled laborers who can leave Qatar anytime; and (4) more than 80% of Qatari males work in the public sector (Winckler, 2015), a job penetration imbalance leading to more importation of foreign workers and depriving Qataris of significant learning opportunities.

#### **2.9.4.4 Technological Forces**

Qatar's National Vision 2030 reflects the country's awareness on the importance of technology for the country's strategic initiatives. With Qatar's labor force lacking professional and technical skills and intellectual content due to deficient educational system, and with public institutions seriously seeking competitive administrative capacity, superiority in information and communication technology (ICT) endowments can reasonably level the playing fields for Qatar. The Internet, web platforms, e-commerce, mobile technologies, and other online-enabled methods of communication and collaboration are convenient cutting-edge tools for Qatar to rely on in accessing and engaging the whole world. For instance, a city in Emirates, Masdar, will be considered upon the accomplishment of the project already launched in 2008 as one of the greatest societies in the world to host research, development

and business due to the intense implementation of technology. The well implemented technology can in fact transform any city into a knowledge area that is occupied with technological libraries, and educational institutions. Thus, for Qatar to accomplish its vision as an outstanding economy, government needs to rely significantly on technology (Gremm, Barth, Fietkiewicz & Stock, 2017).

Administrative capacity can be democratized among Qataris, including entrepreneurs, for them to be familiarized and empowered in dealing with external opportunities and challenges characterizing globalization.

#### **2.9.4.5 Legal Forces**

As a country intending to transition to knowledge economy and undertakes sustainable economic diversification involving overseas operations, Qatar becomes even more susceptible to legal threats as it deals with complex and diverse laws on taxation, tariffs, environmental protection, labor standards, food and drugs, trade practices, foreign exchange controls, investments, capital mobilization, and mostly intellectual property rights (i.e. patents, copyrights, branding, and trademarks) (PWC, 2016).

#### **2.9.4.6 Environmental Forces**

The environmental analysis provides the framework of assessing how countries engage and respond to the influences of natural phenomena and fortuitous events including weather disturbances like hurricanes, typhoons, and earthquakes, the prevalence of environmental, health, safety, and regulatory issues that may involve the impact of oil spills, toxic waste, spread of pollution, and greenhouse omissions. As a global oil supplier, Qatar remains directly and indirectly vulnerable to oil-related environmental risks, whether it relates to cross-border physical contamination or regulatory sanctions, fines, and penalties. Qatar's strategic thrust on environmental development continues on a high note, showing notable advances in sustainability initiatives for the protection of the environment and for the promotion of intergenerational equity or legacy for future generations (GDSP, 2009; Qatar Foundation, 2015).



### **2.9.5 SWOT Analysis**

From the PESTLE Analysis, the strategic management framework for Qatar can proceed to the SWOT Analysis. In fact, the factors identified under the PESTLE analysis relate intensely to the SWOT analysis by the level of control that Qatar has upon the risk factors. Consequently, the SWOT analysis examined Qatar's situation based on two main dimensions: Internal Control and External Control. The SWOT analysis is a diagnostic model developed by Albert Humphrey in the 1960s at Stanford University, and is the popular acronym for Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T). SWOT analysis provides a systematic assessment of the overall strategic scenario of an organization or institution (University of Washington, 2011). Strengths relate to the internal capacity of the institution to take advantage of external opportunities, mitigate the impact of external threats, and correct internal weaknesses. Weaknesses denote the internal limitations of an institution in terms of manpower skills, structures, systems, processes, financial resources, infrastructures, or networks that restrict, bar, or impede efforts to achieve its goals and objectives. Opportunities embrace events and trends (i.e. political, economic, social, cultural, demographic, environmental, legal, technological, or competitive) that can create benefits or advantages for the organization in the future. Threats encompass external dangers, risks, perils, and impediments that affect the ability to develop, grow, compete, and achieve institutional sustainability. The SWOT analysis for Qatar, as follows reveals significant highlights upon which the country can guide its future vision (Ibrahim & Harrigan, 2012; Nasser, 2017; Gremm et al., 2017; UK Government, 2017):

#### **2.9.4.1 Strengths (S) -- Internal**

1. Massive oil reserve with long-term revenue generating potential;
2. Highest per capita income of Qatar, in the GCC, and over most nations in the world;
3. Financial wealth and liquidity capable of funding any Qatar-specific transformation;
4. Broad and current access to the global professional and business community; and
5. Awareness and willingness of policymakers to undertake new development initiatives and transform the country into a knowledge economy.

#### **2.9.4.2 Weaknesses (W) – Internal**

1. Weak national human capital and administrative capacity;
2. Largely unskilled, uneducated, and non-globally-competitive labor force;
3. Large population of foreign unskilled workers, creating adverse social impact;
4. Absence of labor force motivation to work and excel in the private sector;
5. Non-responsive education curricula and knowledge-building programs;
6. Lack of knowledge transfer (KT) and knowledge creation (KC) frameworks;
7. Failure to tap foreign professional and business communities for KT and KC; and
8. Low technology absorption and ineffective technology transfer capability.

#### **2.9.4.3 Opportunities (O) – External**

1. Primacy of oil as a global source of energy, stabilizing revenue generation predictability;
2. Global interest in Qatar's development prospect, enhancing national image and influence;
3. Fairly stable global economic climate, still receptive to major oil price improvement ; and
4. Prospect for stronger regional/global alliances for political, economic, and social advantages.

#### **2.9.4.4 Threats (T) – External**

1. Overdependence on oil which has finite supply potential, and impacts long-term growth;
2. Renewed volatility of oil prices and supply, including the use of alternative sources of energy;
3. Unforeseen global economic dysfunction that can jolt stability of current revenue generation;
4. Standing rift with Saudi Arabia and United Arab Emirates presenting mid-term problems; and
5. Renewed volatility in Middle East political situation, including prospect of war in the region

### **2.9.6 SWOT Summary Appraisal**

SWOT is the acronym for strengths, weaknesses, opportunities, and threats. The researcher propounds the following definitions: Strengths refer to the internal capacity of an entity to take advantage of opportunities, minimize risks, and correct weaknesses. Weaknesses denote an entity's internal issues, limitations, and hurdles that bar the attainment of objectives. Opportunities mean external prospects for growth, wealth expansion, leadership, and competitive advantage. Threats suggest external risks, obstacles, and risks that can restrict the ability to operate, compete, and grow on a sustainable basis.

In the SWOT resume for Qatar, the strategic drivers are: On Strengths: stable oil reserve; financial capability; and institutional development awareness; On Weaknesses: administrative capacity; quality of labor force; quality of education; and knowledge creation; and technology adoption; On Opportunities: economic stability; political stability; and national image; and On Threats: economic diversification; renewed global economic problems; and renewed global political issues.

Evidently, the results of this SWOT Analysis reflected Qatar's key priorities on administrative capacity and economic diversification, including the antecedent factors of education, knowledge creation, and technology adoption. This correct identification of key priorities appears to have been a function of Qatar's institutional awareness. The ineffective technology transfer capability (Al-Saadi and Matthews, 2010), nonetheless, should be an important urgent concern for Qatar's policymakers because of the plurality of foreign companies, business practitioners, and professionals doing business in the country, but have not been generally contributory to technology transfer. Similarly to China, Qatar has to initiate and wield a more definitive and directive policy on appropriation of technology transfer and knowledge-intensive benefits from ongoing and future relations with resident major advanced economies thriving on Qatar's inadequacies. The standing rift with Saudi Arabia and UAE represents a vital issue that must be quickly resolved because extended standoff with Saudi Arabia may compel Qatar to depend on costlier seaborne supplies of construction materials (Country View Wire, 2014). Additionally, this research propounds that financial capability should also be a part of the national development priorities even if Qatar is a wealthy, cash-rich nation. The rationale behind this is to better maximize investments in projects with significant impact on human development and administrative capacity in the short-term and in the medium term,

while the long-term view works as a guide for interim strategic activities. Incrementally, add-on focus on the financial aspect can mitigate enormous cost repercussions of project delays and the tensions created to the banking system and foreign contractors (Country Views Wire, 2014), while protecting national liquidity, promoting intergenerational equity (Weiss, 1992; GDSP, 2009) and providing for social overhead capital expansion (KPMG, 2014).

The SWOT and PESTLE analyses are some of the best methods that would give an accurate information about the performance of an organisation as well as how the organisation would be performing in the near future. However, for the case of Qatar, predicting the vision by using the concept of human development is mostly preferable because most of the evident national development tend to alienate the concept of human development. Thus, by using the framework defined by the SWOT and PESTLE analyses, the study shall be able to make significant conclusion that can be implemented to the situation under the study.

### **2.9.7 The Balanced Scorecard**

The following discussion expounds on the advantages and disadvantages of the Balanced Scorecard, a strategic management model for organizational strategy alignment, communication and collaboration, business planning, and performance monitoring and evaluation, which model can be considered as an option for Qatar for strategy development and implementation.

#### **2.9.7.1 Strengths and Advantages of Balanced Scorecard (BSC)**

Implemented by the US government and the World Bank, the BSC is a framework for performance assessment that was introduced and developed in 1992 by Kaplan and Norton, including the allied concept of strategic readiness (Kaplan and Norton, 2004). The BSC model enables organizational analysts, management practitioners, and development professionals to understand better how the current situation of organizations is correlated to its strategic goals. According to the authors, the BSC presents four interrelated processes:

- (1) Translating the organizational or institutional vision: a process that triggers building internal agreements on vision and strategy;

- (2) Communicating and linking: an engagement granting managers the opportunity to communicate and discuss strategies within the organization in ways that allow alignment of organizational strategies with department and individual objectives;
- (3) Business planning: an activity that leads the organization to the integration of business and financial plans; and
- (4) Feedback and learning: a tail-end process that elevates organizational capacity for strategic learning (Kaplan and Norton, 2004).

The BSC helps in the perfection of processes, reduction of costs, and diffusion of best practices across the organization. For example, according to the Balanced Scorecard Institute (2015), the US government balanced scorecard strategy has been based on eliminating budget excesses, pursuing a performance agenda, and promoting transparency in federal finances in conjunction with the central thrust of ensuring good performance management practices. More particularly, the US balanced scorecard program has the following six strategic themes for a high-performing government: Putting performance first; Ensuring responsible spending of recovery act funds; Transforming the federal workforce; Managing across sectors; Reforming federal contracting and acquisition; and Transparency, technology, and participatory democracy.

By looking at Qatar from the lens of the US BSC strategic themes, it is not difficult to appreciate that all provisions will apply, including other possible key concerns that happen to be not much of a priority for the US government, like administrative capacity and economic diversification. As can be gleaned from the US BSC resume, even for the leading advanced economy in the world, key concerns for transforming the labor force, cross-sector management strength, public sector performance, spending controls, transparency, and technology – which are Qatar's priority development agendas -- remain important factors to address for stability and sustainability. More recently, according to Kaplan and Norton (2007), the BSC has been leveraged by people and organizations to: clarify and update strategy; communicate the strategy across the organization; match the organization and individual goals with strategy; relate long-term objectives with long-term targets and annual budget provisions; pinpoint and align strategic activities; and undertake regular performance appraisal to track progress and implement corrective actions. Hence, the BSC allows the alignment of

management processes and beacons to the long-term organizational strategy. As Qatar appears to struggle in its first decade of economic transition plan, counting from 2008, the BSC can be an indicative tracking tool of performance analysis, including strategy reassessment.

#### **2.9.7.2 Limitations and Disadvantages of the Balance Scorecard (BSC)**

The BSC is not a model of perfection for its implementation, as indicated in many revealing representations (Gomes and Romao, 2015), contends also with limitations and disadvantages, such as: The BSC lacks focus on the human resources side of an organization, a gap that could act as a strong limitation (Maltz, et al., 2003); The BSC does not monitor and evaluate competition or technological developments, but rather excludes uncertainty-inherent risks that could constrict strategy and cause serious dysfunctional developments and loose strategy implementation (Norreklit, 2003); The BSC strategy tends to immerse the organization into the deep process of producing indicators without earmarking appreciable time for strategy definition, leading to indicators that won't align with the strategic objectives (Richardson, 2004); The BSC strategy involves difficult execution that it becomes a problem, obstructing the process of achieving a balance between financial and non-financial indexes of performance (Anand et al., 2005); Due to the intricacy in learning fully the context of the BSC strategy, the practice leads to the absence of consensus on what the BSC is all about and to confused attribution of different meanings over different times (Othman et al., 2006); and The BSC model is highly susceptible to setting grand or even narrow strategic goals without considering that to achieve these goals it is important that competencies and capabilities abound across all levels of the organization (Davies, 2007).

### **2.9.8 Total Quality Management (TQM)**

The following section analyzes and presents the context, strengths and advantages, and limitations and disadvantages of Total Quality Management (TQM), an operational quality improvement model that can be considered, evaluated, and adapted to the strategy development and implementation of Qatar in conjunction with Vision 2030.

#### **2.9.8.1 The TQM Context**

Total Quality Management (TQM) is a challenging business model for excellence developed and propounded by Dr. W.E. Deming but was first appreciated and fully appropriated by

Japan to improve poor quality products. When the TQM process projected the Japanese automobile industry to unprecedented heights of manufacturing quality and rocketing product demand, it was only at that point the US cuddled the ideas of Deming. From that time on, due to diverse and complex changes in the global economy and dynamic environmental forces impacting the conduct of business, TQM has emerged to complement the body of development frameworks for business organizations and industries (British Library, n.d.).

TQM can be generally described as the continuous search for excellence in developing the right competencies and attitudes of people to minimize potential defects and fulfill customer or user needs consistently (Lakhe and Mohanty, 1994). Alternatively, the authors cited the definition of TQM by Oakland (1989): "Total Quality Management is an approach to improving the competitiveness, effectiveness, and flexibility of a whole organization. It is essentially a way of planning, organizing and understanding each activity, and depends on each individual at each level." From another perspective, Zaire and Simintiras (1991) gave the following definition: "Total Quality Management is the combination of the socio-technical process towards doing the right things (externally), everything right (internally) first time and all the time, with economic viability considered at each stage of each process.

According to Olian and Rynes (1991), "TQM is a systematic approach to the practice of management requiring changes in organizational processes, strategic priorities, individual beliefs, individual attitudes, and individual behaviors." TQM is generally regarded as a philosophy and group of principles required for successful functioning of an organization (van der Wiele *et al.* 1997). TQM can be perceived as quality management, system management, people management, and the process of re-engineering the existing systems (Yong and Wilkinson 2001). In this research, TQM is used as the anchor strategy to assess people management, which TQM approach focuses on customer satisfaction, employee involvement, team building, service delivery, quality of institutions, and procedural responsiveness. Since these elements are extremely relevant in the context of the QNV 2030, it is assumed that the performance of the institutions can be better understood in terms of TQM. In fact, major components of the TQM paradigm -- quality outcome, customer satisfaction, managerial effectiveness in implementation, performance measurement, and investment in human and technological resources -- are well represented in the QNV 2030 strategy, which makes it

easier to measure strategic performance using the TQM framework (Yusof and Aspinwall, 2000 p. 289). The BSC approach provides supplementary advantages to the overall strategy in areas where the TQM model may need conceptual reinforcement, like in the areas of strategic context, communication, business planning, financial control, feedback, and learning.

Extending on the explanation of TQM, Lakhe and Mohanty (1994) stated that TQM can be appreciated as an integration of the fundamental functions of total quality control and quality management, with quality being defined as: fitness for usage; conformity to requirements; or values of un-priced elements contained in each unit of priced elements. Total quality control relates to the long-term grand strategy for organizational success embracing customer delight, employee satisfaction, quality assurance in all its stages, and continuous improvement and innovation. Moreover, quality management refers to the phases of planning, organizing and directing to maximize and integrate organizational capabilities for continuous improvement in all aspects of organizational life to achieve excellence. Hence, TQM joins and rallies people in the organization for assurance of improvement in product-process quality, work environment, and workplace culture.

Price and Gaskills (1991) have identified three TQM dimensions that can be used for large-scale upgrading of industrial efficiency and competitiveness and for the integral inclusion of people and their technical skills, and these dimensions are: the product and service dimension, which pertains to the extent to which the customer is satisfied and delighted with the product or service supplied; the people dimension, which denotes the degree to which the customer is satisfied in the relationship with the people employed by the supplier organization; the process dimension, which indicates the degree to which the supplier is satisfied with the internal work processes adopted to develop and deliver the products and services to the customers.

#### **2.9.8.2 Strengths and Advantages of TQM**

As a differentiator strategy for industrial perfection, productivity expansion, continuing quality improvement, and national organization transformation, and as illuminated by the glittering Japanese automobile success including broad global narratives of TQM applications and success, TQM can be clearly positioned into the strategic framework for the industries and economy of Qatar. As earlier discussions highlighted, Qatar relentlessly seeks significant improvement in the quality of national institutions, manpower, products, systems, and



processes because these factors can strengthen the overall capacity for sustainable growth and intense competition in the global markets. However, before making any conclusive determination on whether or not TQM can be a winning strategic development platform for Qatar, the advantages of TQM must be identified and examined. The key advantages of TQM, apart from those earlier discussed, include: First, TQM is a comprehensive management approach with significant scientific contributions; it is a rational model where decision-making takes into account all available options, defines and evaluates all results from each adopted alternative, and selects the option supporting the most valued objectives; TQM has strong links with and can be used in conjunction with other management tools for reinforced strategy by maximizing the leadership, organizational culture and cultural transformation, management control, and human resources mooring of TQM (Coskun, 2011); Second, TQM is an all-embracing pragmatic, long-term national transformation approach that can produce impressive results through proper planning, systematic evaluation, and optimal allocation of responsibilities and resources, as well as all-stakeholder involvement and cross-functional management focused on continuing improvement (Mohanty and Lakhe, 2003); Third, TQM generates advantages and benefits from unique features that include: (a) customer-focused (i.e. customers or taxpayers in the public sector have the autonomy to determine the level of quality required); (b) total employee involvement (i.e. an all-inclusive, highly participatory, team-based, and high-performance focused measure); (c) process-centered (i.e. well-defined steps and performance measures in processing inputs from internal and external suppliers, converting them into outputs for customer delivery); (d) integrated system (i.e. linking all vital elements from vision, mission, guiding standards, quality policies, objectives, and critical processes of the organization, including good quality culture); (e) strategic and systematic approach (i.e. strategic management invoking development of a strategic plan integrating quality as a core feature); (f) continuous improvement (i.e. continual process enhancement involving the exercise of analysis and creativity for competitiveness and result considerations); (g) fact-based decision-making (i.e. collection and analysis of data as indicative basis for decision-making, consensus, and projection); and (h) communication for employees' understanding, morale, and motivation; clarity of strategies and methods; and timeliness (Westcott, 2013). The core values of TQM include: adaptability to changing environmental conditions; higher individual/organizational productivity; elimination of

defects and wastage; cost reduction and cost-effective management; stronger competitive position; and improved customer focus, satisfaction, and loyalty -- leading to greater financial benefits.

### **2.9.8.3 Limitations and Disadvantages of TQM**

Beyond the difficulty in measuring or assessing success in quality management programs, Harari's (1997) skepticism about TQM was based upon fundamental shortcomings with TQM itself. The author identified ten specific reasons why TQM is not likely to succeed:

- (1) TQM focuses people's attention on internal processes rather than on external results;
- (2) TQM focuses on minimum standards;
- (3) TQM develops its own cumbersome bureaucracy;
- (4) TQM delegates quality to quality czars and experts rather than to real people;
- (5) TQM does not demand radical organizational reform;
- (6) TQM does not demand changes in management compensation;
- (7) TQM does not demand entirely new relationships with outside partners;
- (8) TQM appeals to faddism, egotism and quick-fixism;
- (9) TQM drains entrepreneurship and innovation from corporate culture; and
- (10) TQM has no place for love (passion).

A case study of the IRS implementation of TQM (Mani, 1995) brought out another important point. Implementation of TQM is a long-term commitment. It rarely produces lasting results over the short term. Mani (1995) argued that a total quality organization may achieve results not directly attributable to quality efforts, but that TQM will help an organization hold productivity advantages as performance improvements are achieved. As evidence of this argument, Mani (1995) cited the abandonment of continuous improvement efforts by a Hewlett-Packard plant once certain production objective were met; the gains were not sustained and the plant eventually had to re-establish the TQM's continuous improvement. Mani (1995) concluded that "quality improvement must be a constant effort or the organization will shift to poor performance, higher costs, and lower quality."

#### **2.9.8.4 Public Sector Application of TQM**

All over the world, the annals in public administration and governance have been enriched by illuminating examples of broad platform public sector application of TQM. While TQM was traditionally anchored on private sector use, the model has transitioned into expanded adoption in the public sector after having overcome the hurdle of being a contentious issue and a subject of raging debates, especially in the US. For a better understanding of the concept, it is auspicious to discuss the arguments for and against TQM adoption in public sector organizations.

#### **2.9.8.5 In Favour of TQM in Government**

The arguments that sustain the relevance and utility of TQM as a public sector development platform along with the private sector use included representations articulating that: TQM enables the government to compete more effectively against impinging the threat of privatization (Osborne and Gaebler, 1992); TQM represents the integrated totality of the theories of public administration, although its boundaries may be difficult to determine (Stupak and Garrity, 1993); TQM can produce more high quality goods and services with the same or similar level of government resources, and can address the public sector's need to achieve strategic goals and objectives (Cohen and Brand, 1993); The TQM strategy enables the government to meet taxpayers' expectations (Carr and Littman, 1993); Through TQM, government's performance can be improved if human capital is maximized with continuous improvement of operating processes and incremental effectiveness of group processes (Cohen and Eimike, 1994); TQM is paradigmatically distinct from other management models of innovation, and it is the logical framework that can fundamentally guide government restructuring (White and Wolf, 1995); TQM motivates and empowers employees and develops the leadership capabilities of senior management (Rago, 1996); The model reasonably flattens the organizational hierarchy (Cohen and Brand, 1993; Rago, 1996); and TQM application in the public sector remains consistent with the government's concern for making institutional administration more efficient, more powerful, more cost-effective, and more citizen-oriented (Scharitzer and Korunka, 2000). One highly illuminating and thought-provoking representations on TQM application in the public sector was made by Maas (2004) when the author introduced the idea that TQM, in the context of American society, is important to the government in the 1990s because of the forces of change defined by: First,

public dissatisfaction with what the government is doing, more particularly with the country's ballooning debt; which in Qatar's case is not public dissatisfaction, but more on public need for quality life in the midst of Qatar's long-running prosperity – and the government is not financially in the red but making large gratuitous provisions addressing human needs; Second, highly complex problems requiring higher levels of organizational receptiveness to new ideas and development models to effectively compete and overcome the intense pressure of globalization, in which Qatar is now actively engaged through QNV 2030; Third, the political climate suits the execution of change, which situation is borne out of legislative unanimity to reinvent the government, leading to bilateral partisan embrace of TQM as a tool for reinventing the government; in the case of Qatar, the political system of constitutional monarchy guarantees the undisturbed central government action on any chosen strategic model.

Maas (2004) stressed the clarity of TQM relevance and utility to the government, as the author further emphasized that: TQM in the public sector encourages greater government involvement in problem identification and orchestrating community solutions; it develops community-owned public-sector institutions, and competitive, mission-focused, results-oriented, and customer-driven government; and it builds enterprising, anticipatory, decentralized and market-oriented government.

#### **2.9.8.6 Against TQM in Government**

The arguments against the adaptation of TQM to government's development framework represent fairly compelling views that include:

- (1) It is difficult to identify, define, and respond to government's customers (Swiss, 1992; Rago 1996), which Scharitzer and Korunka (2000) found not to be the case because the citizens are clearly the customers of the government and that TQM aids the government to be more citizen-oriented;
- (2) TQM poses basic challenges to traditional management principles and practices that it cannot be expediently grafted into existing management development models (Grant, et al., 1994);

- (3) Due to precedent cases of notable failures in earlier management improvement innovation initiatives, TQM needs to make a strong case of credible delivery and advantage to distinguish itself from the litters and dysfunctions of the past (Radin and Coffee, 1993);
- (4) TQM is vulnerable to diminished funding level to support increased public services (Rago, 1994);
- (5) TQM is vulnerable to the lack of continuity because of frequent changes in top leadership due to terms, term limits, and elections (Sensenbrenner, 1995);
- (6) TQM lacks concern for the human factor, which in the words of one of its critics: “TQM enthusiasts don’t really care about employees, the people who do the work, they care only about customers, process improvement, cycle time, performance, but they tend to ignore people —people are only a “means to an end” (Connor, 1997); and
- (7) TQM experimentation is prone to being tentative and experimental that it does not generate the outstanding outcome demonstrated by the Japanese TQM, which had been propelled by extraordinary zeal and religious fervor (Rago, 1996).

Some critics, nonetheless, conceded that TQM exudes a useful role to play in government, but it has to be significantly modified to match the government’s unique characteristics (Swiss 1992; Rago, 1994). In fact, developments in the U.S. have shown that majority of state and federal agencies has adopted TQM (Bowman, 1998), which situation, including the widespread use of TQM in many countries in Europe and other parts of the world (Coskun, 2011) like the Middle East, Asia, and South America, tended to marginalize criticism against TQM’s utility in the public sector.

#### **2.9.8.7 TQM Performance Indicators in Public Sector**

In the midst of contentious debate on whether TQM can be grafted into the government strand, the issue appears to have become moot and academic as many governments across the globe use the model to jumpstart transformation initiative by leveraging the many performance-enhancing features of the model. Chipandambira et al. (2012) identified 18 TQM performance indicators or gauges of institutional performance and these include: customer

focus, quality assurance, benchmarking, process quality control, benchmarking, environmental and safety management, strategic quality planning, production management, leadership and management, teamwork and quality circles, continuous improvement, maintenance, employee involvement and empowerment, training and education, human resource management, employee satisfaction, information analysis, and social responsibility. On closer examination, it is clear that these 18 indicators connote business applications, although could be generally applied also to the public-sector subject to some semantic adjustments. For instance, citizens or taxpayers and not employees become the focal point of TQM intervention, in terms of program or strategy focus, training, development, engagement, and management; quality control would refer to the quality of institutional and administrative process; and maintenance would relate to the extent by which relevant infrastructure and systems are administered for sustainability.

On more specific government application, through the auspices of the UN Economic and Security Council, Salem (2003) developed and completed a very indicative TQM-driven performance management and measurement model, which can be appropriately adapted to a national transformation strategy like the QNV-2030 of Qatar. The UN-sponsored theoretical framework commands strong persuasive application embracing the three generally accepted performance yardsticks in good public-sector performance management regime – Economy, Efficiency, and Effectiveness of actions. Based on the TQM model, the relevant factors under each “E” element are outlined under Table 2-2.

As Qatar relentlessly seeks solutions for the significant improvements in the quality of national institutions, manpower, products, systems, and processes that can elevate the country’s overall capacity for sustainable growth and intense competition in the global markets, TQM indicators, whether on business or public-sector application, can be used to address the key concerns in human and administrative capacity.

Table 2-2 United Nations TQM Framework

<b>Economy</b>	<b>Efficiency</b>	<b>Effectiveness</b>
Input procurement and delivery	Optimal input to output conversion	Attainment of project objectives or desired results

Human, physical and financial resources	Use of means to achieve objective and desired results	Achievement of overall goals, objectives, and results
Quantity and quality	Rational use of resources / least cost at maximized result	Focus on groups, clients, and beneficiaries
Cost element	Result-driven perspective	Medium and long-term view
Timeliness	Work planning and timelines	Measurement difficulty
Operational level	Tactical level	Strategic level

Source: Salem (2003)

## 2.10 New Public Management (NPM) Paradigm

One key theoretical framework considered in this research is the New Public Management (NPM) paradigm, a development approach to upgrade the quality of public sector services that originated in the U.K. during the reign of Prime Minister Margaret Thatcher. The NPM approach, even if it is not considered in this research as a strategy for collective adoption, deserves reasonable discussion in light of its success outcome in many global jurisdictions amid equally significant failures – strategy lessons can be appreciated from the NPM narratives. Based on Haque's (2007) study, the initial success of NPM in the U.K. triggered the global spread, acceptance, and adoption of NPM as the more effective model of governance, across the U.S., Canada, Australia, New Zealand, and many other capitalist nations in Europe, Asia, Africa, and Latin America (Haque, 2007). As Haque (2007) averred, borne out of intense global demand for good governance and the lesser role of government, NPM was predicated on improving service delivery and efficiency on a high level of public accountability. NPM was conceived and propagated in answer to the challenges facing public institutions such as: non-manageable size of bureaucracy, managerial inefficiency, inaccessible public services, economic inaction, extensive corruption, and regime of self-interest. One of the major features of NPM is to replace highly centralized hierarchical structures of traditional organizations with decentralized management framework inasmuch as NPM espouses a strategy away from big government -- by restructuring and trimming down public-sector organizations including central civil services (Minogue, 2001). NPM has been

defined as a “set of particular management approaches and techniques which are mainly borrowed from the private sector and applied in the public sector” (Mongkol, 2011).

In the view of Al Gore (Sharma, 2007), the most common and notable properties of NPM are: cutting red tape, which involves shifting from systems where people are accountable and bound to follow rules to systems where they are accountable for the attainment of results (i.e. de-bureaucratization); putting the customer first in the order of priorities (i.e. primacy of public interest); empowering people to generate results (i.e. importance of human development and capacity); and going back to basics, and building a better government for less (i.e. maximizing resources for optimal benefits to people).

NPM basically upholds disaggregation, customer satisfaction, and entrepreneurship development, with citizens being viewed as customers and public administrators as public managers, who are incentive-driven NPM actors tasked to deliver a range of customers' choices including the right to opt out of the service delivery chain (Kaboolian, 1998; Barzelay, 2001). Haque (2007) described the prime characteristics of NPM as: managerial autonomy, market-driven competition, efficient service delivery as underlined by best business practices, central value of money, result-based measure of performance, customer focus, and pro-market culture, with the model having the flexibility to be applied collectively or in phases or stages in alignment with the situation and requirements of each adopting country (Mongkol, 2011).

NPM, nonetheless, has never been considered by scholars and development analysts as a perfect model of governance, with the total attractiveness of the platform being blurred by serious and fairly valid criticisms that include: (1) NPM public managers are focused on how to pursue and address policies, but not what the general public needs, with accountability remaining a big question mark (Barzelay, 2001); (2) The use of incentives to stimulate high performance of public managers and institutions suffers execution failure in many countries due to complexity (Dunleavy *et al.*, 2005); (3) NPM is usually forced upon by international agencies as a precondition to the grant of loans especially to developing nations, an external pressure premised on the condition that structural adjustments are to be adopted, including market-driven policies such as deregulation, privatization, and liberalization (Haque, 2007); (4) The authority and the autonomy vested on public managers creates a climate for



corruption; while a strong resistance against decentralization prevails in developing countries because of their long-running experience with centralization in government and any disposition to sustain centralization breeds further corruption (Mongkol, 2011); (5) The market-based principles of NPM do not apply to all countries because they are dependent on existing infrastructure and experience for market-based approach to thrive (Mongkol, 2011); (6) Public service and administration services are heavily impressed with distinct political, ethical, constitutional, and social dimensions that largely differentiate public from private functions, which difference obliterates the effectiveness of NPM (Pollitt, 1990; Armstrong, 1998); (7) NPM is not a transportable model that can be leveraged anytime under any condition from a successful application in one country to another country seeking the same transformation (Minogue, 2001); (8) Based on its implementation history, NPM contends with the key factors of political system, party politics, macroeconomic elements, and national tradition in application to western economies, and the two additional factors of the role of international development agencies (IDAs) and the state of civil society in its use among South and Southeast Asian countries, which can also potentially demolish prospect for success, although in some cases, this may help (Lee and Haque, 2006); and (9) Without a well-functioning public administration system, clear political direction, and administrative capacity, a country cannot successfully engage in NPM reforms and in the management of complex multi-dimensional delivery of public services (Robinson, 2015).

In an integral discussion, Sarker (2006) posited on the major preconditions to a successful NPM adoption and implementation, and these are:

- (1) An appreciable level of economic development and experience should be in place with regard to the operations of markets since NPM is a market-oriented approach;
- (2) A robust judicial system ensuring the rule of law must be operational so that, among other advantages, market effectiveness can be sustained, stability of contracts and transaction can be upheld, and guarantees and conflicts can be managed properly;
- (3) Efficient and effective basic administrative processes that support the government institutional machinery so that values are best delivered to the public;

- (4) The Weberian model of bureaucratic authority must have been implanted to propagate an efficient, rule-based, and control-oriented system;
- (5) Capable managers with relevant skills and collaborative orientation must abound in an institutional regime of organizational trust;
- (6) Managers must practice and demonstrate consistent ethical conduct, proper behavior, and sense of total accountability; and
- (7) The government must have total state capacity in terms of:
  - (a) Institutional capacity (i.e. capacity to invoke and sustain authority, legislate, enact, and implement laws);
  - (b) Technical capacity (i.e. technocrats or qualified people nullify unproductive forces or interest groups, ensuring quality decision-making);
  - (c) Administrative capacity (i.e. ability to deliver basic administrative and human services, which capacity is considered critical in the overall NPM reform agenda); and
  - (d) Political capacity (i.e. ability for intervention in conflicts, resolution of citizen's demands, representation of varied interests, and people's political participation at different levels) (Sarker, 2006).

### **2.10.1 NPM Success Narrative of Singapore**

Although Singapore started to follow the road to national transformation from the time it earned independence in 1965, addressing the issues of accountability, anti-corruption, political stability, and good governance, comprehensive public administrative reforms using NPM strategy officially started in 1994 only (Sarker, 2006). According to Sarker (2006), Singapore NPM reforms paralleled those undertaken in many developed economies. Singapore's model commenced on the Budgeting for Results missionary reform program that rationalized budget allocation based on goals and results, and on public sector autonomy from the ministry level, except for the sovereign status of the Ministry of Defense and the Ministry of Security that remained under central government control. Singapore strongly reinforced its reformatory stance when it launched the Public Service for the 21<sup>st</sup> Century Initiative (PS21) to spearhead the public administration reform agenda by bolstering capacity-building across the public sector to generate high quality institutional services and sustainable public-sector change (Cheung and Scott, 2003). Singapore's PS21 has four pillars: First, the Self-Wellbeing: which

relates to promoting the general morale and welfare of the government employees and motivating them to perform in the quality of performance that their private sector counterparts do; Second, Excel: which pertains to stimulating public sector creativity through the promotion of teamwork and conduct of training; Third, the Organization Review: which refers to improving and sustaining enhanced inter-organization or inter-agency procedures and processes to maintain effectiveness and efficiency; and Fourth, the Service Quality: which denotes the rendition of good services that meets public expectation to the point of satisfaction.

These NPM pillars produced very significant accomplishments in Singapore's public-sector system, such as strong institutional framework, extensive privatization, client-centric public administration regime, and enhanced local administration (Sarker, 2006).

It is common knowledge that Singapore is one tiny country that continues to demonstrate sterling public sector integrity and success to the point that it has achieved the newly industrializing country (NIC) status. The key question is how did Singapore achieve it? Clearly, the key answer is that: Singapore has met most of the NPM preconditions to transformation; and in an abiding commitment to progress, Singapore has consistently followed all relevant development prescriptions in the model, apart from fully exploiting the country's strong human capital base, which was built as a result of having upheld education as its cultural and social base (Lee and Haque, 2006).

### **2.10.2 NPM Success Narrative of Malaysia**

The 1980s constituted the start of the national experience of Malaysia with the NPM strategy which brought about significant development impact like that of Singapore's transformation. The Malaysian story is a success narrative that was engendered by a host of factors that included: early start of public sector reforms in late 1960s that paved the way to succeeding reforms; consequent thrust in the 1970s on development administration and creation of public sector agencies and statutory entities; creation of a central manpower planning organization that pursued administrative modernization and human resource development; successive restructuring of the public management system in the 1980s to elevate the quality of the civil service with competencies and build administrative leadership; purposeful investments in capacity-building and efficiency improvement of education and training delivery systems,

including enormous development and external alignment of trade and occupational skills in various sectors; encouragement of the private sector to participate in the country's change agenda; creation of the Productivity Management Division to monitor and evaluate government agency compliance with performance standards; massive inflow of foreign direct investments (FDIs) in predictable consistency; adoption of "Malaysia Incorporated" policy that fortified private and government sectors partnership and "Look East" policy that preserved and emphasized Islamic values; and adoption in 2005 of the key performance indicators for all government agencies to comply and reflect actual performance against agreed standards (Asian Development Bank, 2004; Samaratunge *et al.*, 2008; Abdul Khalid, 2008).

Abdul Khalid (2008) stressed that one of the strongpoints of the Malaysian success story was the strong leadership appetite for monitoring and evaluation. The author revealed that the Malaysian government viewed that public sector institutional performance must be measured according to the following criteria:

- (1) Efficiency and effectiveness of the service delivery process;
- (2) Human resources and financial productivity; and
- (3) Customer satisfaction in conjunction with the services rendered.

These indicators were established to follow the SMART framework which postulates using smart, measurable, achievable, realistic, and time-bounded objectives. Nonetheless, unlike Singapore, the Malaysian success narrative is not a model of implementation consistency and stability in light of post-transformation retrogression involving widespread complaints of bureaucratic inefficiencies, public sector incompetence, weak government IT infrastructure, and lack of public transparency and sense of accountability (Basu *et al.*, 2014; Siddiquee, 2006).

### **2.10.3 NPM Failure Narrative of Bangladesh**

Bangladesh is another country that demonstrated zealous intention to excel in the NPM development approach but failed miserably due to a broad range of imperfections in its political, social, and economic situations. According to Sarker (2006), the reasons for the failure of Bangladesh on the NPM model included the following: weak and undeveloped basic

public sector management infrastructure incapable of undertaking market-oriented reforms; overdependence on the policy prescriptions of international development agencies (IDAs) pursuant to conditions governing development loans and assistances programs; political turmoil and instability; government bureaucracy riddled with corruption and corrosive practices; widespread financial indiscretion in the public sector; breakdown of law and order; transgression of individual rights; and failure to comply with and implement all development prescriptions that were sponsored and funded by international development institutions including the World Bank, British government, and United Nations on strengthening human and administrative capacity, apart from other equally vital socio-economic and technological prescriptions. Bangladesh NPM was undermined by a government bureaucracy deprived of political commitment and vision, weak market elements, and lack of institutional capabilities (Samaratunge *et al.*, 2008). While Bangladesh might be serious in its NPM strategic vision, it does not exude, however, the intense passion for transformation and unequivocal commitment of the political leadership of Singapore.

#### **2.10.4 Implications: NPM Analysis**

The preceding discussions on NPM, including the success narratives of Singapore and Malaysia and the failure story of Bangladesh are not, in any way, intended to theoretically glorify the model. The researcher deems the discussion in the better side of wisdom to include the NPM construct and development impact in order to draw lessons that may be adapted to Qatar's strategic change agenda, although Qatar embraces a different approach. As can be discerned from the discussions, all theoretical frameworks have common similarities in the strategic theme of improving institutional performance, but have many differences in tactical and operational aspects. In this combination of similarities and differences, the researcher views that some compelling indications could be derived to properly approach and address the fairly distinct transformation horizon of Qatar. It must be stressed that the adoption of NPM as a theoretical framework for the research was ruled out because of fundamental, yet critical, reason: As one of its major features, NPM prescribes the replacement of highly centralized hierarchical structures of traditional organizations with decentralized management framework because the NPM upholds the strategy of veering away from big government -- by restructuring and trimming down public sector organizations including central civil services.

Taking into consideration the political reality of Qatar, which has been deeply-rooted in constitutional monarchy, NPM, apart from other serious limitations, would not have transformational grounding, more particularly with Qatar's political leadership.

### **2.10.5 Literature Gap**

Clearly, Human Resource Development has the potential to increase the knowledge and expertise of individuals, organizations, communities as well as whole nations. Additionally, in the context of globalization, transitioning to a market economy, reforms in education, social welfare and political structure, HRD sets goals and standards deemed essential for the more efficient use of the human, social and cultural capital, and natural resources of a country. This expanding HRD agenda is aptly articulated by Bates (2002). At no time in history has HRD been called upon to play a more fundamental and key role in solving critical economic and social problems faced by communities, organizations and nations. As a consequence, HRD is being challenged to pursue an extensive and expanding agenda of objectives.

It is therefore of paramount importance to understand the nature and role of HRD in developing nations, and a well-informed understanding of political, economic and socio-cultural contexts is needed to explore the factors that are shaping and driving the emergence of HRD in these countries punctuated by continuous transform and transition. In today's rapidly developing world, HRD has become a factor crucial to the sustainable overall success and well-being of nations in emerging economies and newly established democracies. Instead of just adopting what builds for effective and necessary HRD in these countries from multi-, trans-, and inter-national companies and thus, from the developed Western world, these countries need to explore and shape what builds HRD from within, and from their specific national needs and contexts. This research provides information on how HRD is currently perceived and practiced in the Qatar. In addition, this study serves as a basis for future HRD inquiry as for comparative national and international practices and policies. To the best of our knowledge, no such definitional pieces were previously conducted on HRD in Qatar. Yet, the national need for this exploration is undeniable. This work contributes to new knowledge in (HRD) by beginning this inquiry and thereby alerting the profession (researchers and practitioners) to its need. This inquiry is thus critical for further study, understanding, development and legitimization of an (HRD) profession within the specific national context.

### **3 Chapter Three: Methodology**

#### **3.1 Introduction**

Defining the appropriate methodology can be considered a difficult, and a critical element in a research study. The study of social science is a multidisciplinary field; thus the nature of business study research is complex and the selection of the appropriate research methods is not straightforward. Therefore, Caldwell (1968, p219) believed that the “method is not solely, or even most importantly, a matter of technique; it is a first and foremost way of thinking”.

A research methodology is the process of collecting and analysing data related to such scientific inquiry. Qatar national vision (QNV) goals for the provision of human natural development were discussed in the previous chapter, where the researcher reviewed the various definitions in light of the numerous theories, approaches, concepts and definitions that explore them.

In the present chapter, the researcher will discuss the methodology in relation to the research aims, questions and objectives as outlined in Chapter 1, and adopts the terminology of the ‘research process onion’ (Saunders et al 2009) as presented in Figure 3-1.

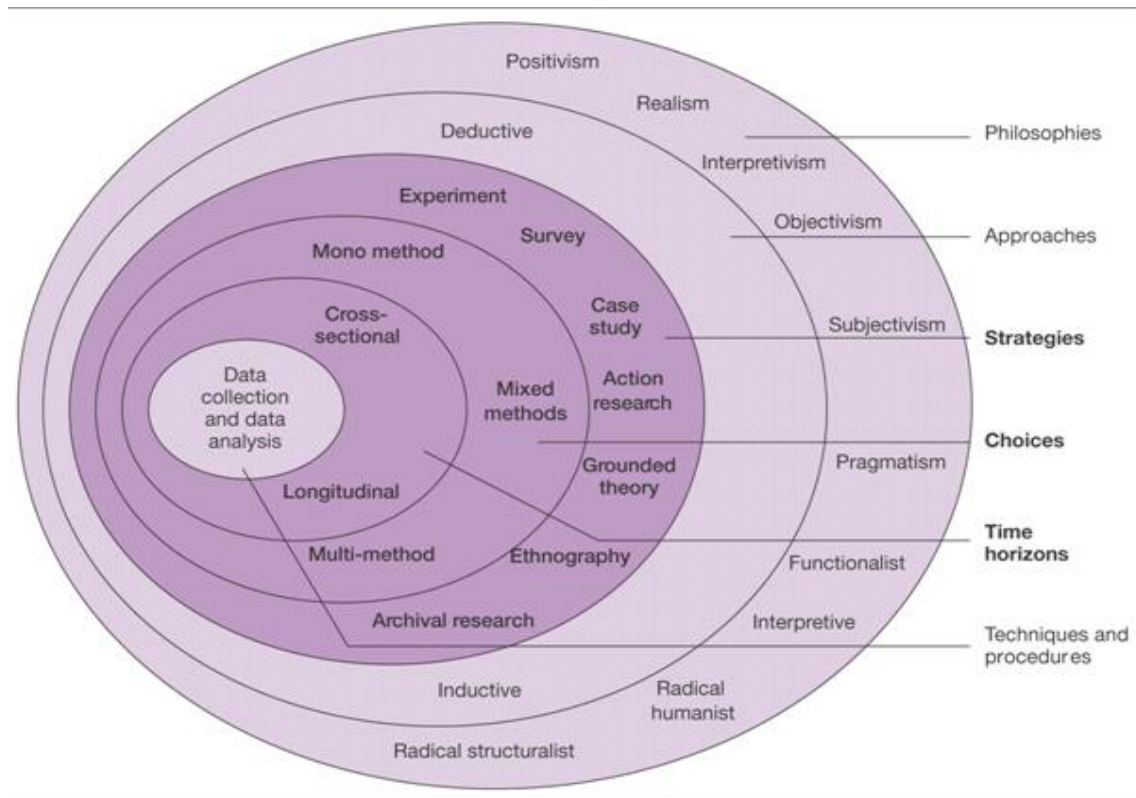


Figure 3-1 The Research Onion Visualization Tool

Source: Saunders et al (2011)

This chapter presents the research approach adopted in the present study. The focus in the first part of the chapter is to highlight the research problem as well as the main research approaches. The next part explores the development of the research design, the selection of research methods, the research process and its component steps. Subsequent sections discuss the various methods of data collection and analysis, sample composition and size. The chapter ends with a summary.

### 3.2 Research Philosophy

In most major research engagements, researchers contend with a broad range of alternative research techniques for addressing their research objectives; in reality, making this choice and formulating the arguments to defend the choice represents a daunting challenge. Very often, to overcome this hurdle, a visualization tool, like the Research Onion Diagram (ROD) illustrated



in Figure 3-1 is used to see, analyze, and strategize through the entire gamut of available research options.

In the realm of research and by common experience of practitioners, the ROD has been a very useful tool in thinking, through the vast landscape of research methodologies. It must be stressed, though, that, the ROD is vulnerable to being misused. The ROD floats the inherent potential to tempt research practitioners to trace a line from the outermost circle to the innermost, and to unreasonably assume with haste that the expedient line is the most logical and the only available option to achieve the research purpose.

When contemplating on philosophies of research there are two broad dimensions to consider, and these are: ontology and epistemology. Ontology is the philosophy of how the world is created, while epistemology is the philosophy of how people come to know the world. To take ontology first, there are a number of philosophical approaches to understand how, and what the world is, but the two most common approaches are the positivist and interpretivist constructs. Positivists view the world as a very clear, unambiguous, and verifiable reality that can be examined with objective detachment (Cavana et al., 2001). Interpretivists, on the other hand, see the world as largely a set of social constructions (i.e. language, consciousness, shared meanings, and instruments), integrating human interest in the study, and invoking the philosophical representation of idealism in the world. Fundamentally, any research methodology will embrace an approach over the other, but there is no reason to view them as polar opposites in a methodology, since they can both be used in the same project (Saunders et al., 2011).

Epistemology is a little more applied, in terms of the way that a research methodology is presented; and it can be appreciated and understood also in two broad approaches: rationalism and empiricism. The empiricist approach to understanding how people come to know the world is based on the premise that the only way to gain knowledge of it is through objective study and analysis, and testing the attendant verifiable reality. In practice, this is most closely associated with the scientific method, which relates to the knowing the world through the formulation and testing of hypotheses over controlled experiments (Ghauri and Grønhaug, 2005). Empiricists, argue that conducting an objective study and analysis is the only way to build a store of knowledge free from subjective elements or biases, and that data generation is the critical component of any solid methodology; without good data, the methodology will not

reach any defensible conclusions. Empiricists view data as the sole source of explanatory power within a research context; whereas, rationalists argue that data alone does not unlock the mysteries of the world, such that the data must pass through the rigors and analysis of the human brain (Sekaran and Bougie, 2009). Rationalists do not necessarily disagree with the rendition of objective study and analysis to address a research purpose; they simply place a different value on the data a methodology generates.

Drawing from both schools of thought, this research leveraged empirical and interpretivist elements, and for this reason, can be visualized to be located on the top right-hand side of the outermost ring of the research onion diagram. The interpretivist approach of this research applies to the research objectives, with the literature review process being a methodology in itself, as it provided the mechanism for defining what administrative and human capacity are, aside from having modeled the links between them. With the need to develop primary data in addressing the research purpose, a data collection mechanism involving the mixed method approach, premised on the duality of empirical and rationalist contexts, was adapted to the research exercise. Beyond the generation of empirical data, the research required rational interpretation in reference to the materials developed in the literature review, which research process justified the use of the mixed method.

### **3.3 Research Approaches**

This section discusses the key methods of rational reasoning deemed as the most appropriate to act as a strong basis for this research. Research approach refers to the methods of logical cognitive that support this research, and to develop a strategy that will result in valid social science research.

Usually, three possible methods of logical research approach exist, and these are deductive, inductive and mixed methods. Cresswell (2007) acknowledges the importance of illustrating the research approach as an effective strategy, to increase the validity of social science research. Therefore, this section describes the deductive and inductive approaches and the benefits of combining them.

### **3.3.1 Deductive versus Inductive Research**

This section will encompass the difference between the inductive and the deductive approach by representing the specific attributes of each approach, before concluding with the difference.

#### **3.3.1.1 The Deductive Approach**

There is one way to categorize research approaches, and it is as either inductive or deductive. Trochim (2000) had described the deductive approach as involving more scientific reasoning; it proceeds from the more general to the more specific and draws conclusions from specific outcomes or facts (Trochim, 2000). Deductive research might be considered a classic approach; however, it is not without weaknesses. According to Blaikie (1993), the deductive approach is firstly about establishing a hypothesis or an assumption that must be later empirically verified. The hypothesis is built up depending on what is already known about a particular phenomenon, and of the theoretical constructs related to it. In other words, the process of hypothesis testing is seen as scientific, as the theory that is the starting point of the reasoning can be questioned as being subjective. The final phase in the deductive approach indicates a movement in the opposite direction, as the researcher uses the individual findings of the empirical study to justify or reject the hypotheses (Bryman and Bell, 2007). Figure 3-2 indicates the several steps involved in a deductive approach to research. On the other hand, Blaikie (1993) argues that the subjectivity of deductive reasoning makes it, in fact, inductive. In addition, deductive research is limited in its ability to include unexpected factors as they emerge during the process of developing the theory, regardless of their potential significance. To conclude, the deductive approach extend what can be known about the phenomenon being studied. For these reasons, Bahari (2010) indicates that the deductive approach is about testing and verifying of theories in research.

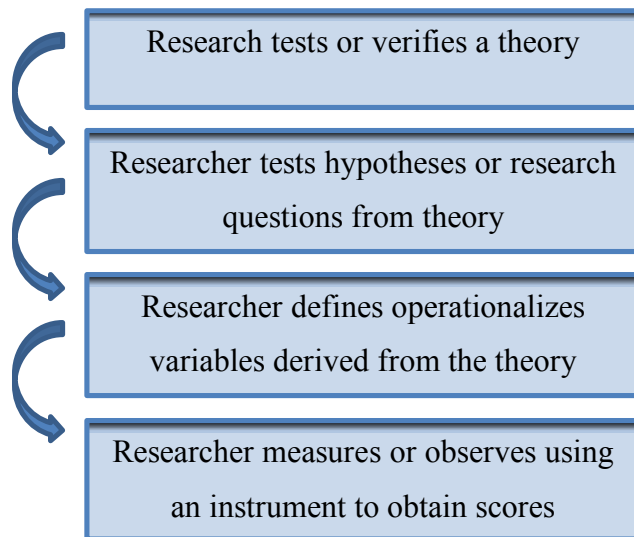


Figure 03-2 The Deductive Approach

Source: Creswell (2009)

As Figure 3-2 shows, the deductive (top-down) approach begins with a general theory or question that needs to be examined, related to a topic of the research interest. The theory is then refined to a hypothesis, which is tested for truth or falsity (Blaikie, 1993; Gill and Johnson, 2002). The hypothesis must be presented as testable, and enable the relevant variables to be measured, in order to either approve or reject the hypothesis, and consequently the truth of the theory. The results of the testing should describe the relationship of those variables. According to this outcome, the hypothesis might need to be developed to allow for more definite results to be achieved.

### 3.3.1.2 The Inductive Approach

The inductive approach moves in a direction opposite to that of the deductive approach. In inductive research, theories are formulated following the collection of data (Pathirage et al., 2008). According to Partington (2000) the inductive approach neglects speculation and the apriority nature of the deductive approach.

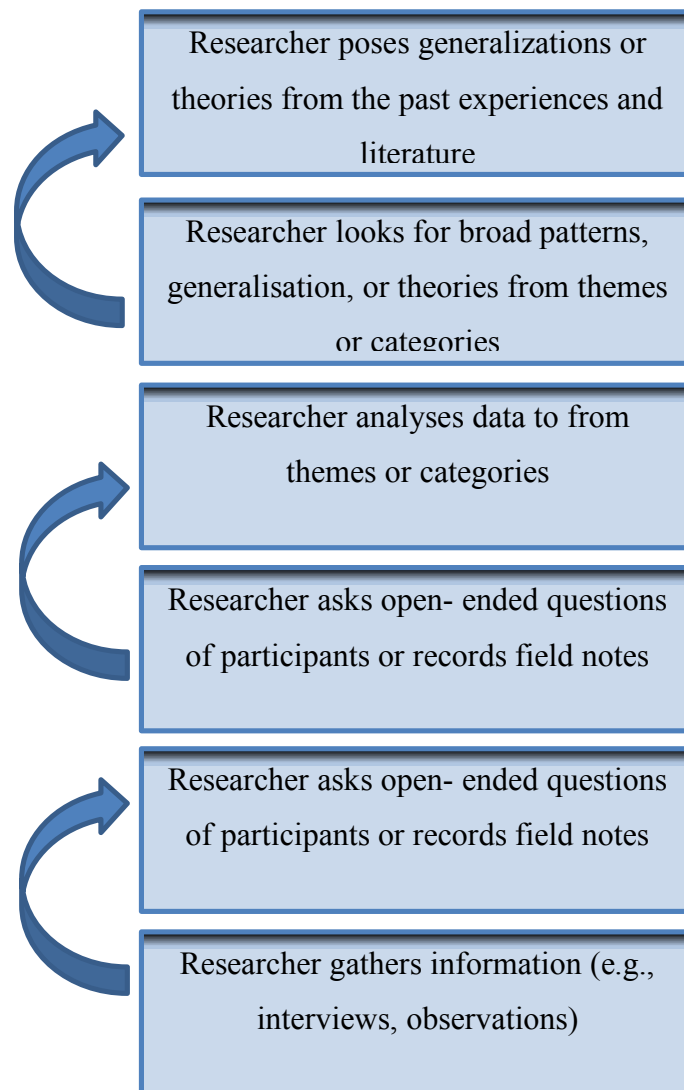


Figure 03-3 The Inductive Approach

Source: Creswell (2009)

Inductive reasoning starts with a specific observation and moves towards a general theory, entailing a degree of uncertainty around involving more complex variables; initial conclusions may be disputed. In other words, it is considered as the outcome of empirical studies, and hence is more likely to be reasonable compared to deductive research, which reflects the

opinion of the Researcher's cognizance. The numerous steps involved in inductive research are drawn in Figure 3-3, above, with the figure explaining that the Researcher gather data on the given phenomenon when conducting inductive research, this data is then organised into themes that form the basis for larger patterns and generalisations. These designs or generalisations are then compared with personal experience or secondary data on the subject being analysed. Thommas (2006), described that the main objectives of inductive studies are to: convert larger masses of raw data into summaries; establish transparent, justifiable links between the objectives of the research and the summaries derived from raw data; and finally, develop models or theories about underlying structures emerging from the data that analysed.

### 3.3.1.3 Combining deductive with inductive reasoning

Although the deductive and inductive research approaches appear to be conflicting in nature, each fulfils an important purpose in the research process. However, it materialises, research usually involves both approaches at some stage (Trochim, 2000). Figure 3-4 depicts a model showing the cyclical interaction between the two approaches.

The argument that theory is developed inductively ultimately suggests that research can use both types of reasoning and commence at any point. Before formulating a final theory, some additional inductive activities may need to be performed to refine the existing theoretical assumptions. Therefore, Wallace (as cited by Blaikie, 1993) includes the integral element of "testing" in his model as shown in Figure 3-4, which allows newly emerging themes to be integrated into the original theory.

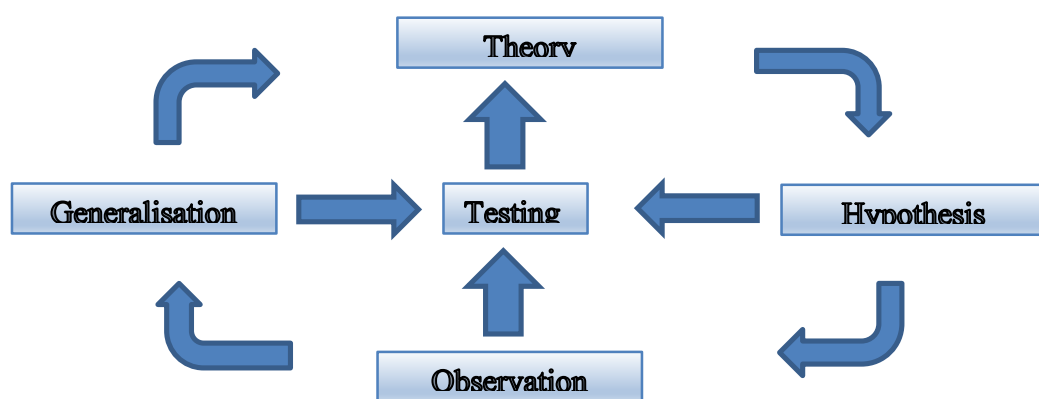


Figure 03-4 Mix the deductive and inductive approaches

Source: Blaikie (1993), as cited by Wallace (1993)

Rationalists believe that data is amplified and contextualized by the power of the human mind, which can locate a particular piece of data with many other pieces of data, as well as apply many different kinds of inductive and deductive reasoning to it (Davies, 2007). People get to know the world because they can think about it, not because it simply stands before them.

As substantiated by studies, methodological techniques that draw from both epistemological schools can co-exist with other approaches in the same methodology, as this combination provides useful and counterbalancing incremental sets of data bearing on the same study environment, a fusion of research techniques leading to more satisfactory conclusions (Cohen and Crabtree, 2006).

### **3.4 Research Strategy**

Research strategy is one of the components of methodology, providing clear direction on how to conduct research (Remenyi et al, 2003). Research strategy is defined differently by various researchers; Saunders et al (2009, p. 600) define it as “the general plan of how the researcher will go about answering the research questions” whereas Bryman (2008, p. 698) consider it to be “a general orientation to the conduct of research”. According to Saunders et al. (2009), the research strategy indicates how the researcher will respond to the research question, whilst Bryman (2008) justifies that research strategies provide an overview of the orientation that will be demonstrated in the research. Blaikie (1993) believed that through the research strategy, the researcher is connected with the suitable methods for data collection and analysis. Yin (2009) emphasized that research strategies must be able to effectively answer the research question and achieve the research goals. There are numerous strategies applicable to business and management research, the most common being case study, experiment, survey and action research (Robson 2002; Yin 2003; Easterby-Smith et al 2008; Collis and Hussey 2009; Creswell 2013). This section addresses the key conceptual issues and offers a rationale for selecting the case study strategy. According to Blaikie (1993), research strategy forms a link between the researcher and the implemented methods of data collection and analysis. Similarly, Yin (2003) believes that research strategies may be applied to all research studies regardless of their purpose, as long as they answer the research questions and achieve the research objectives (Denzin and Lincoln, 2012). In the present research, the case study strategy is adopted. The foundation for this choice is provided in the following section.

### **3.4.1 Reasons for the choice of the case study approach**

After having established the research philosophy, this section explains the case study method, which defines the research design. It is from efficient choice of the research design that the investigator would have the opportunity of carrying out an intensive study on the chosen topic of study. Besides, accurate choice of the research design possesses high chances of a research study, maximizing the access to information and minimizing the time and overall financial expenses of the entire project. A number of ways exist that a research environment can be framed by, in light of the nature and the volume of the data requirement circumscribing the research exercise. The case study method is one approach that this research has relied on due to its design compelling advantages such as: research focus, primary data generation, and economy of resources. However, case study as a research design would not give a direct answer to the research questions but would rather give a vivid indication on the various ways that can be used for answering research questions. Besides, case study elaborates on the hypothesis by making it the subject matter in the research study. In the case study approach design, the total cost of research proves to be comparatively low as it does not involve sampling of data that always culminate to high cost of research study.

In terms of research focus, case studies are particularly useful because they afford a piercing focus on one particular research locale (e.g. the Qatari situation). This advantage indicates that there is depth to the data collected, and a high level of insight gained, beyond what is possible at a broader scale (Brown, 2004). If a research project is to be based on a more generalized approach to data collection, then two problems become apparent. The first issue relates to the difficulty of selecting which particular perspective across the broad research horizon should be examined, and how the choice can be reasonably defended; the second issue pertains to the predictable requirement that the data generated is secondary (Yin, 2011). Choosing to avoid focusing on one specific case study connotes that it is difficult to generate any primary data that does not appear to be essentially arbitrary, and it would always need to be contextualized by secondary data (Cryer, 1996). Economy of resources is a small but a very important point in developing a credible research. There is a limit to the resources – both temporal and financial – that a single researcher can devote to a single research and a case study maximizes the utility of what is available (Yin, 2011). This distinct benefit from a case study applies to the research agenda of this study dwelling on research efficiency and effectiveness. The



imminence of serious logistical difficulties in organizing and mobilizing a global network of human resources professionals to address the information requirements of the research clearly transgresses allowable and feasible dimension. For this reason, it falls on the best side of wisdom, and within the bounds of generally accepted principles of research practice, to focus on available resources through the case study method.

Case studies tend to afford the best opportunities for an original contribution to the field of study, because they generate highly detailed original data. Critics argue that because case studies are so focused, there is limited explanatory power to the work, but that is to misread the methodology. Any major research project should be properly located within the literature in the field, and in like manner, should highlight the relevance of the data and conclusions made (Yin, 2011). While as a matter of research practice care should be exercised when extrapolating conclusions from a single case study, this impetus, however, does not suggest that research conclusions drawn should only have relevance to a single case. Hence, on top of the data-building advantages of the personal connections of the researcher, this research adopted the case study method to stretch the utility of available resources and maximize the research outcome. Case study design does not fit the study done under Qatar as it has less information of primary data but bases most of its facts on secondary data. According to the intensive study that the best wishes to find about Qatar, three of the major research design is appropriate for the study. For instance, case study as a research design would aid in the collection of the entire data on the current situation of Qatar. Qualitative, as well as quantitative design would aid the study in analyzing some of the primary data collected on the field to find the current state of Qatar towards achieving the 2030 vision. Thus, as this study will be employing all the three designs in analyzing its information, it would mean that the investigation shall have covered all the major as well as the minor information that would aid the study in answering its research questions.

Relying entirely on case study has an effect on the information collected, as it will bias the fact that most of the information depended on secondary data. Qualitative and quantitative designing of a study's data collection tend to have minimal issues of biasness depending on the strategy adopted in using qualitative and quantitative design. For instance, using questionnaires and interviews that adopt random selection of the respondents does not

incorporate any level of businesses. In essence, random selection of respondents would be an integral factor to consider in eliminating any form of biasness in the study. The next sections of this methodology set out the processes by which the data were collected and analyzed in response to the research philosophy, together with some of the relevant ethical considerations impressed in the development and completion of the research.

### **3.5 Research method**

In the following section, the various research methods that could be of use in research are examined and evaluated.

#### **3.5.1 Qualitative and quantitative methods**

Qualitative and quantitative methods, being two existing research methods for researchers to choose from, both have advantages and disadvantages; consequently, researchers choose the approach (i.e. one or a combination of both) which they believe to be more suitable to achieve their research purpose.

To conduct a research, the researcher can choose either the qualitative or the quantitative technique, or elect to adopt both qualitative and quantitative methods, depending on the requirements of the underlying research. This approach is known as the mixed methods approach.

Qualitative research has been defined by Creswell (1998) as a “process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The researcher builds a complex, holistic picture, analyses words, reports detailed views of informants, and conducts the study in a natural setting” (Creswell, 1998, p. 39).

On the other hand, Wegner (2008) described qualitative research as the technique to be used whenever there is a requirement to derive or identify patterns contained in raw data, and where hypotheses are to be formulated. In parallel, Wegner (2008) notes that qualitative research is used for the understanding, analysis and interpretation of a certain social phenomenon, and for examining human behaviour as it occurs in its natural environment. Additionally, Yin (2009) points out that qualitative methods are often the only methods that can effectively evaluate human behaviour or social occurrences that are complex and

impossible to quantify. As stated by Bryman and Bell (2007), qualitative methods are used where there is a requirement to assess and evaluate subjective attitudes, opinions and behaviour, and where insight and impressions are needed for the interpretation of data that have been gathered.

In contrast, quantitative methods are used to establish and identify statistical relationships amongst variables (Zikmund, 2009). By conducting quantitative research, researchers utilise empirical processes of measurement and experiment to identify these relationships, and to make predictions based on outcomes. Also, quantitative methods examine the existence of the cause-and-effect linkage and test hypotheses as well (Miles and Huberman, 1994). Here, the tools used for the collection and analysis of data are validated. The selection of quantitative methods is motivated by the requirement to produce results that are as objective as much as possible (Zikmund, 2009). Moreover, quantitative research addresses “how many” questions and is based on the idea that the research subject can be quantified, measured and expressed numerically; quantitative data is expressed in numerical values and can be analysed statistically (Trochim, 2000). Conclusively, the quantitative approach also comprises various research methods, including surveys, laboratory experiments, simulation, mathematical modelling, structured equation modelling, statistical analysis and econometrics (Myers, 2009).

### **3.5.2 Quantitative and qualitative research compared**

The advantages and disadvantages of qualitative and quantitative approaches, as indicated by researchers such as Guba and Lincoln (1994), Kaplan and Duchon (1988), Amaratunga and Baldry (2002), Creswell (2009), and Denzin and Lincoln (2005), are summarised in Table 3-1 below:

Table 03-1 Advantages and disadvantages of quantitative and qualitative research

<b>Advantages of quantitative research</b> <ul style="list-style-type: none"> <li>• Methods allow accurate measurement of variables</li> <li>• Methods are structured, standard</li> <li>• Provides wide coverage of the range of situations</li> <li>• Large sample of population</li> <li>• Used more in IS studies</li> <li>• Statistical analysis</li> <li>• Generalisations are possible</li> <li>• Can be fast and economical</li> </ul>	<b>Disadvantages of quantitative research</b> <ul style="list-style-type: none"> <li>• Use of inflexible methods</li> <li>• Deterministic character</li> <li>• Disregards some important factors</li> <li>• Misses subjective aspects of human existence</li> <li>• Assumption of an objective truth</li> <li>• Generation of incomplete understandings</li> <li>• Inapplicable to some immeasurable phenomena</li> <li>• Not very helpful in generating theories</li> </ul>
<b>Advantages of qualitative research</b> <ul style="list-style-type: none"> <li>• Methods enhance description and theory development</li> <li>• Describes theories and experience</li> <li>• Allows deep understanding and insight</li> <li>• Holistic and humanistic</li> <li>• Exclusion of meaning and purpose</li> <li>• Flexible methods</li> <li>• Value placed on participants' views and empowering participants</li> <li>• Inductive data analysis</li> <li>• Subjective dimensions are explored</li> </ul>	<b>Disadvantages of qualitative research</b> <ul style="list-style-type: none"> <li>• No hard data or clear measuring</li> <li>• Subjective, 'non-scientific'</li> <li>• Deep involvement of researchers increases risk of bias</li> <li>• Small samples</li> <li>• Generalisation is limited to similar contexts and conditions</li> <li>• Analysis and interpretation of data may be more difficult</li> <li>• Policymakers may give low credibility to results from qualitative approach</li> </ul>

Source: Researcher

### 3.6 The mixed-method approach

The use of a combination of quantitative and qualitative methods within the mixed-method research is becoming increasingly prevalent in research practice, therefore, the mixed method is now considered to be the third main approach. Johnson, Onwuegbuzie, and Turner (2007) asserted nineteen definitions for the approach, each of which is slightly different, although all of them highlight three main points: the use of more than one approach, the data collection and the data analysis. A comprehensive definition provided by Teddlie and Tashakkori (2006) of the mixed approach states that “research in which the investigator collects and analyses data, integrates the findings, and draws inferences using both qualitative and quantitative

approaches and methods in a single study or program of inquiry”, while Johnson, Onwuegbuzie, and Turner, (2007) argued that the mixed-methods approach combines qualitative and quantitative methods in different aspects of the research, e.g. in viewpoints, data collection, analysis and inferences.

Leech and Onwuegbuzie (2009) explained that the number of mixed-method researches has increased, especially when the research questions could not be answered by one paradigm alone. However, Kelle (2006) illustrates two main reasons for researchers to choose mixed methods: first, applying methods from the alternative methodological tradition can help researchers to discover and handle any arising threats to validity from the exclusive use of either qualitative or quantitative research, therefore, ensuring a good scientific practice by enhancing the validity of methods and research findings; second, the mixed approach helps researchers to gain a more comprehensive, clearer and deeper picture and understanding of the phenomenon being investigated through relating complementary findings to each other, which results from using the different methodological traditions of qualitative and quantitative research separately.

Although most studies of the social science are based on methods that measure qualitative outcomes, social science also needs studies focusing on concepts with measuring and numbering (Kaplan and Cincinnati, 1988). In addition, Irani and Love (2008) assert that the use of qualitative and quantitative approaches, and their mixture, involves philosophical assumptions. Thus, mixed research is more than simply collecting and analysing both kinds of data: it also involves the use of both approaches in tandem, so that the overall strength of the study is greater than that of either qualitative or quantitative research.

The term ‘qualitative techniques’ is frequently used in social sciences, and there has been growing interest in the use of qualitative techniques in the administrative sciences; this interest has been sparked by a general dissatisfaction with the type of data generated by quantitative techniques (Banbast, Goldstein, and Mead, 1987). In the case of the present research, using quantitative methods in general and a mixed-method approach in the data collection phase (triangulation) was considered helpful to obtain a more comprehensive picture of the three cases being studied, and to gain a deeper understanding of the phenomenon. The use of mixed methods would provide more complete data about the cases,

mitigating the potential biases and weaknesses associated with using a single method; the sum of data validity would increase, making it more helpful, richer and ultimately more useful in answering the research questions (Johnson, Onwuegbuzie, and Turner 2007). Besides, adopting a mixed-method approach in the field of evaluation seems to lend strong support to the study, and increase both the validity and reliability of the evaluation data (Tashakkori and Teddlie, 2003). Moreover, Creswell (2006), believed that mixed methods provide more comprehensive solutions to research problems. Sandelowski (2000) notes that the use of mixed methods expands the scope of research, and provides new insights than could not be obtained using any single method alone. Furthermore, Tashakkori and Teddlie (2010) state that the advantages of mixed methods can compensate for the limitations of either qualitative or quantitative methods.

Evaluative research seeks to determine whether a program or activity is meeting or has met its objectives. Over the past decades, both academics and practitioners in the field of public administration have increasingly recognized the significance of assessing the public service (Shi and Levy, 2005, p. 267). Clarke and Dawson (1999) suggest that “the importance of systematic evaluative research as a phenomenon across the social sciences has been evident in recent years” (as cited in SFU, 2010, p. 2). This method has gained popularity in practical settings (Weiss, 1998, p. 6; Powell, 2006, p. 104). Evaluative research can either have specific research techniques, program evaluation, or employs standard method for evaluative purposes (Powell, 2006, p. 102-103). It can generally be perceived “as a type of study that uses standard social research methods for evaluative purposes, as a specific research methodology and as an assessment process that employs special techniques unique to the evaluation of social programs” (Powell, 2006, p. 102). It attempts to assess the effectiveness of social programs. When evaluative research is treated as a research method, it is likely to be seen as “a type of applied or action research, not as basic or theoretical research” (Powell, 2006, p. 102). However, there is no single research method for the approach. It is not a methodology, but a class of research with common features for evaluating programs.

The differences center on the orientation of the research, not on the methods employed (Childers, 1989, p. 251). It is “a systematic application of social research procedures for assessing the conceptualization, design, implementation, and utility of social interventions programs” (Rossi, Lipsey and Freeman, 2003, p. 5). It has been recognized as “an elastic word

that stretches to cover judgments of many kinds” (Weiss, 1972, p. 1). It involves the use of social research methodologies “to judge and to improve the planning, monitoring, effectiveness, and efficiency of health, education, welfare, and other human service programs” (Rossi, Lipsey and Freeman, 2003, p. 19).

It is an all-encompassing approach to research which deals with the initiation and implementation of policies and programs concerning services focusing. It seeks to evaluate an event and to make judgments about its usefulness. Evaluative research is mostly qualitative. However, both quantitative and qualitative methods have an important place in program evaluation (Shi and Levy, 2005, p. 266). It deals with policy process development, formulation and implementation. Childers (1989) notes that “evaluation research is usually be employed for decision making; deals with research questions about a program; takes place in the real world of the program; and usually represents a compromise between pure and applied research” (Childers, 1989, p. 250). It often attempts to assess the effectiveness of a program or service, more specifically, be used to support accreditation reviews, needs assessments, new projects, personnel reviews, conflict resolution, and professional compliance reports (Powell, 2006, p. 109-110). In this case, the research seeks to evaluate the capacity of administrations in Qatar to implement (QNV). The study seeks to highlight the role of human resource and administrative capacity to achieve the goals of Qatar National Vision (QNV).

### **3.7 Data Collection methods**

Fieldwork to gather both primary and secondary data was carried out in Qatar between 2010 2017. Data collection covered key areas within and outside the public service. A number of qualitative investigative tools, conventional social science presenting techniques, and systematic processes of analysis were used either separately or combined. The tool used depended on the circumstances of each interaction. Both descriptive discussion and inferential analyses contributed to research outcomes. Details of collected data are presented respectively in Appendices 2, 3 and 4 as for the online survey and the in-depth interviews.

Access to data sources has been gained through personal networks. My years-long association with the discipline of public administration has generated a number of contacts, as well as researchers, administrators. Considerable leg work, phone calls, visits, lobbying and generally ‘putting myself out’ (Murray and Lawrence, 2000, p. 12), was done to ensure sufficient data

to prove the assumptions and to answer the research questions. In gathering information for this research, documentary sources have been substantiated and supplemented by case study, interview, observation, and personal knowledge (Finnegan, 1996, p. 147).

### **3.7.1 Choice of Research Methodology**

As the research methodology usually embraces a various number of methods that can be relied upon by the researcher, the following section describes the techniques chosen for the purpose of this study.

#### **3.7.1.1 Interviews**

From a systematic process perspective, the analysis of the online survey results was done before the in-depth interviews were conducted. This sequential measure sought to ensure interview questions have been properly primed. The interview methodology used the semi-structured interviews, instead of the structured or unstructured interviews. Semi-structured interviews are based on the premise that the interviewer has a loose assemblage of questions to start with; the idea is for the interview sessions to achieve predictable consistency, and generate the required data. While the interviews were driven by the survey responses, the actual interaction, nonetheless, left sufficient leeway for the respondents to take the conversation in any direction they deemed it relevant, which response corridor yielded very important information that could have been missed had structured interviews been used (Dearnley, 2005). In total, ten interviews were conducted for the research component, with the transcripts included in the Appendix 4. The interviews were conducted with nine key informants and one non-key informant, and were held at the respondents' workplaces, being recorded on the voice notes function of a smart-phone. Upon the completion of the sessions, the interviews were all transcribed, and were sent back to respondents to verify the accuracy of the transcripts (Galletta, 2013):

The in-depth interviews were undertaken in Doha, Qatar from September 3th to October 28th, 2015, including the ten compelling development themes raised by key informants during the interviews.



### **3.7.1.2 Online Survey**

In the last few years, the online survey, which is also known as: Web or Internet surveys, and which include such products as Zoomerang, Survey Monkey, and Questionpro, is considered as a highly convenient research tool according to Buchanan and Hvizdak (2009).

Furthermore, online survey tools enable researchers to generate and deliver surveys to subjects/participants in a convenient, expeditious manner, while producing results in synchronous time, so that respondents and researchers can watch data results being compiled promptly (Buchanan and Hvizdak, 2009).

In the current research, the researcher chooses online survey (i.e. Survey Monkey Program) as the second method for data collection. The survey was conducted from July 23 to August 31, 2015.

#### **3.7.1.2.1 The design of online survey**

One of the critical challenges of a survey based-methodology relates to the intricacies of designing the schema of questions to be used. There are several key parameters to address with regard to survey design, such as biased questions, ambiguous questions, double clause questions, the length of the survey, and whether or not the survey can produce all information necessary to meet the research objectives. Drafting the correct questions for the survey constitutes the most difficult task in the process. The major pitfall to avoid in framing the survey is introducing a biased question; which is more difficult to discern than it might initially appear, because the bias can very often be subtle (Sudman and Bradburn, 2012). There are techniques to avoid bias in questionnaire formulation, one of which is avoiding leading questions based on a false premise, like a question: “How strongly do you agree that the best place for women is in the kitchen.” After having avoided any obvious leading questions, some other tests can be introduced as follows: ask whether a person could reasonably disagree with the premise of the question asked; if a respondent cannot reasonably disagree with the question, it is biased (Sudman and Bradburn, 2012); and raise a test for assumed or implicit knowledge within a question, which may be conveniently done in a technical piece of work. If there is a terminology requiring an advanced degree of knowledge to understand its context, then the question needs to be reworded to avoid misunderstanding

(Sudman and Bradburn, 2012). It is also necessary to avoid asking two questions in one, where there are two clauses in the question, as that will skew the results (Rossi et al., 2013).

The survey design risk that confronted this research relates to a fundamental assumption that respondents have reasonable amount of knowledge about the Qatar Vision 2030. While most people in Qatar might be aware of its existence, and might know its broad outlines, they may not necessarily understand the objectives, context, and detailed composition of the national strategy. With this anticipated issue, the researcher had to ensure that there was a clear approach to asking respondents how much they know about the Qatar Vision 2030, and directing them appropriately if they were uncertain. Having avoided all potential survey design issues, the research exercise proceeded to the predetermination of the range and format of questions that were actually used in the survey. The survey in this case was deployed online, which medium afforded the opportunity to use a wide variety of question structures including yes/no, short answer, ranged responses, sliding scales and tabulated options (Rossi et al., 2013). Also important was the relative ease in deploying survey logic, which allowed directing respondents to different questions in the survey depending on the answers they give to preceding questions.

A great deal of work has been done in marketing and communications relating to how best to build response rates in surveys, and how to avoid people failing to complete surveys or recording inaccurate responses. Brevity is critical, both in the overall survey length and the length of individual questions; it needs to be measured not just in terms of word count and number of questions, but also based on the length of time necessary to properly complete all the questions (Easterby-Smith et al, 2009). Hence, the research survey was quite limited in the number of questions introduced, with each question being designed to signpost a point of interest later pursued in the interviews. The survey data collection method used the Survey Monkey platform, which was also used for the analytics of some of the survey results; a copy of the survey form is provided in Appendix 1. The survey respondents were sourced from the personal and business contacts of the researcher.

The case study was driven around four particular industry segments; healthcare, oil, finance, and education. There are a number of reasons for selecting these particular segments, apart from the fact that these industries are the largest sectors in Qatar. Oil and finance represent Qatar's two most developed industries, while healthcare and education represent two

emerging industries that are expected to be important sectors in terms of developing a more broad-based economy in the future. The integral analysis used in the industry appraisal depended largely on the informed ability of the researcher to discern and address key differences between the more mature industries and the emergent ones. This key competency applies to the ancillary analysis of the capacity of international organizations engaged in oil, gas and finance, and also of domestic companies operating in the health and education sectors. As a foreseeable benefit, the integral context of the research help demonstrate the importance of international cooperation to building capacity in Qatar. All the people selected for the survey and interviews were human resources professionals, or were in management positions covering the human resources function in their respective organizations. The process of sourcing these people was relatively easy, since most of the respondents are known to the researcher through professional and personal contacts. While it is not unlikely that the survey may be perceived as having a built-in bias as it involved a selected population of respondents limited to those mostly known to the researcher, it should be noted, though, that the number of respondents was sufficient to avoid any outliers to skew the data set as a whole, or provide results that are unrepresentative of the data at large. This sufficiency of survey respondents had been correctly anticipated and it is exactly the reason why the option to source additional respondents through professional networking resources was ultimately cancelled. The survey ran through a number of weeks, with invitations and reminders sent at periodic intervals to ensure maximum return (Lauer et al., 2013). The response rate for the survey was more than 80%, which would have been totally unrealistic had the participants not already been acquainted with the researcher and had the project not been explained to them (Creswell, 1994). With regard to the importance of informed consent, although it is a key ethical consideration discussed in the tail-end section of this chapter, it is notable to mention at this point that the survey reflects full compliance with the protocol. On its front documentation, the survey presented a detailed explanation and an invitation to ask any questions, which was done for the sake of simplicity. The completion rate of the surveys was 100% which was particularly gratifying, even if the respondents were known to the researcher, as it reflected the fact that the data analysis became much easier by not having partial responses (Sudman and Bradburn, 2012). There were no reported problems with accessing the survey or any lack of understanding of the questions.

### **3.7.1.3 Focus groups**

Surveys and interviews were not the only methodologies considered for data collection. Given the nature of the material sought, consideration was given to running some focus groups with several stakeholders, an option offering a number of advantages over interviews. As in interviews, focus groups can be used to pick up key themes generated in interactions with respondents; but the added dynamics of debate among participants in focus groups often allow for much greater analytical depth of responses than what interviews can elicit (Berg and Lune, 2004). Furthermore, there is enormous logistical benefit to running two or three focus group sessions only, which can accommodate a total of up to twenty participants, rather than conducting twenty separate interviews. On the other hand, finding a mutually convenient time and venue for all parties to a focus group interview can also present logistical difficulties. Beyond logistics dimension, the conduct of focus group interviews requires considerable degree of facilitation and communication skills on the part of the focus group moderator to keep the sessions on track, and resolve any potential conflicts among respondents (Collis and Hussey, 2009). The researcher did not feel confident enough to undertake such a task, though the point was rendered moot by the likelihood that the respondents in question would not have gone ahead with a focus group environment. The research is no poorer for not having done focus groups and the trade-off with the focus of an interview is probably a valuable one. A number of other alternatives were considered but none offered the neat connection of the survey-interview approach, including the facility of triangulating the data in the analysis process to anything like the standard of the chosen approach.

## **3.8 Data Analysis**

Qualitative data analysis entails process like coding, categorizing and making valid interpretation from the data that the question intended for analyzing. This stage of analysis would involve accurate analysis of various issues noted in the primary data. Besides, qualitative data analysis does not involve any form of theoretical information that might encompass some unsubstantiated information. Thus, the information analyzed in this section would only contain truth obtained from the interviews or questionnaires answered by the respondents. Deductive and inductive approach would be the major approaches done on qualitative data as the two approaches gives both differences and similarities in a particular set

of data. The data analysis for the research component of the research took the form of a triangulation between the survey data and the interview data, but prior to making the triangulation possible, it was necessary to get the data in the right format. As noted in the preceding section, the survey data was subject to an analysis prior to the interviews, so that the results would properly prime the interview questions. This initial analysis was carried out using the internal analytics tools on Survey Monkey, presented in Appendix 1, and was primarily used to identify the key trends evident in the survey, and to determine if links exist between any of the trends, or whether demographic factors accounted for any particularly evident trends (Rossi et al., 2013).

The trends observed in the survey data were then used to determine a content analysis strategy for the interview transcripts. The key themes were assigned codes, and the interview transcripts were then put through a coding process that allowed evidence of the trends in the interviews, or interview data that provided explanatory information on some of the trends, to be properly coded (Rabionet, 2011). This process served two functions: first, it traced out the data link between the survey and interviews, so that it was possible to see whether there was corroboration or not; and second, it allowed for an analysis of how much of particular themes appeared in the interview transcripts, such that it was possible to see where or in what themes interview respondents gave more time over the others (Longhurst, 2003). The entire process afforded initial understanding of the relative importance of some of the themes. Appendix 2 presents the results of the online survey, as well as the coding and triangulation between the online survey results and the in-depth interviews. Appendix 3 shows the details of responses and comments in the interviews, and the coding of 20 development themes from the interviews which provided inputs for the Discussion, and Conclusion and Recommendation chapters.

The triangulation process was based on the coding results, and a general content analysis of the un-coded parts of the interview transcripts. The coding demonstrated where there was convergence between the interviews and surveys, and thereby, triangulated what needed to be addressed. By default, where there seemed to be disconnection between the interviews and the survey, the triangulation process revealed themes needing clarification or explanation (Rowley, 2012).

### **3.9 Validity, Reliability, and Representativeness of Research Data**

Qualitative research is geared towards generating conceptual insights and theory, rather than identifying statistically-proven causal relationships or making generalizations about a wider population on the basis of case study findings (Gomm, Hammersley, and Foster, 2000, p. 1). However, qualitative researchers need not be apologetic about limited generalizability or predictive value of qualitative data (Bryman, 2012, p. 4). Instead, qualitative research and case studies should be judged in terms of the adequacy of the theoretical inferences that they help to generate (Bryman, 2012, p. 11). In this research design, the emphasis was on identifying phenomena in government's administrative capacity assessment, and on drawing out the theoretical implications of such findings rather than pretending to find a statistically-proven 'blueprint' for the successful implementation, or proving that the exact same pattern and phenomena will reproduce themselves elsewhere. Having said this, the study utilized methodological techniques which sought to strengthen - although they could not guarantee - the validity, reliability, and generalizability/representativeness of the data.

In addition to presenting myself as an independent researcher to informants, the validity of the data was enhanced through 'triangulation' (Blaikie, 1991, p. 2). This was done through the 'methodological integration' (Blaikie, 1991) of diverse, yet, complementary data collection methods, thus, enabling the phenomenon to be measured using literature reviews, document analysis, unstructured interviews, and informal conversations. Therefore, chances increased that the phenomena which were claimed to be measured were being measured. In doing so, information was confirmed, and new dimensions to the issues were discovered.

A frequent criticism of qualitative and case study research is that reliability is low because so many findings depend on the capacity, personality and observations of the researcher. In order to enhance the reliability of the research, interview schedules were redesigned after pre-testing. This allowed to a certain extent flexibility for informants regarding the time and space and content of interviews. Much time was spent explaining questions which might not otherwise be clear to informants. This helped the research get the questions across – an achievement later reflected in the thoughtfulness of responses. The reliability of data was also improved by reducing the chances of 'subject bias,' or the tendency of informants to try to please the tester. This is a common problem in most studies relying heavily on interviews (Robson, 2002, p. 7).

It was essential to gain a diverse range of perspectives. For this reason, informants working in different capacities, as well as from different groups or sectors were sought in order to limit the potential damage from subject bias. A conscious effort was made to interview key stakeholders within each of the sectors, talking to informants with a range of personal traits: both men and women; higher educated to normal graduate; higher level to lower level officials; and intellectuals and practitioners – which Burgess refers as ‘person triangulation’ (Blaikie, 1991, p. 4). This large and varied number of interviewing gave the researcher the ability to not to rely too heavily on one informant whose information might be unreliable. Qualitative research is predominantly based on case studies. Non-probability samples have very limited generalization, and their representativeness are either uncertain or unknown (Bulmer and Warwick, 1993, p. 16). The kind of purposive and snowball sampling in this research is not statistically representative of a universal population (Robson, 2002, p. 19). However, issues were tested by consulting different sources of information to establish whether the research findings are applicable beyond Qatar. The study found that a number of the trends identified are generalizable and reproducible across many developing countries. However, being aware of all limitations of one’s research findings is an important one, as the awareness of its wider relevance and crucial step assist towards identifying areas in need of further research and reflection in the future.

### **3.10 Sample**

A main concern in the design of any research is choosing the right sampling technique used to obtain a representative subset of the population under study. Therefore, choosing the right technique depends on the nature of research method; Teddlie and Yu (2007) hence list four types of sampling. The first is probability sampling, a technique frequently used in quantitative research. The second type is purposive sampling, which is primarily used in qualitative research. The third type is convenience sampling, which involves identifying participants who are both easily accessible and willing to participate. Finally, there are mixed-method sampling strategies, which were considered appropriate because this research conducted a mixed-method approach to data collection; which were discussed in the (3.7, 3.8 and 3.9) and the subsections.

The researcher chose to limit data collection to managerial-level Human Resources (HR) practitioners in Qatar; the nature of the research into significance of human and administrative capacity development on the success of QNV-2030 meant that the size of the sample was limited to those administrative officials and managers. In the following subsection, the mixed method sampling will be discussed as a propitiate sample for the current research.

### **3.10.1 Mixed-method sampling**

The mixed-method sampling strategies was described by Teddlie and Yu (2007) as to “involve the selection of units or cases for research study using both probability sampling to increase external validity, and purposive sampling strategies to increase transferability”. They propose a fourfold typology of basic, sequential, concurrent and multilevel mixed-method sampling. Given the opportunity of the present research, it was decided to use concurrent mixed-method sampling, which utilizes a single sample generated through the joint use of probability and purposive techniques to generate data for the quantitative and qualitative elements respectively.

### **3.10.2 Sample choosing**

The online survey was directed to 66 candidates, including 57 (86%) male managerial-level Human Resources (HR) practitioners in Qatar respondents, with the large imbalance attributable to the limited number of qualified female, 9 females (14%) HR practitioners, as conveniently known for the purpose of the survey. The survey has in fact generated findings that highlighted the significance of human and administrative capacity development on the success of QNV-2030 as a national transformation strategy. The following presents the findings of the online survey (See Appendix 2 for the copy of survey results).

## **3.11 Pilot Study**

According to Teijlingen and Hundley (2001), pilot studies in social science research generally have only one of two purposes: feasibility studies (“small scale versions, or trial runs, done in preparation for the major study”), or the pre-testing of a particular research tool. Lancaster (2010) defines a pilot study as “small study for helping to design a further confirmatory study”.



### **3.11.1 The importance of pilot study**

A pilot study is significant in any research, hence, it is considered a fundamental step before going further in testing the research hypotheses, for many reasons; for instance: it refines the data collection plan, it helps the researcher to improve a relevant line of questions, and it provides some conceptual explanation of the research. Certainly, a pilot study can be so important that more resources may be devoted to this phase of the research than to the collection of data from any of the actual cases during the ‘real’ research (Yin, 2009, p. 92). Pilot study provides a significant opportunity for the researcher to make modifications and revisions before going further in the research, investing in a large study, and possibly incurring heavy losses in terms of time, effort and money, especially when the scope of the research is wide, the sample is large and quantitative measures are used. Teijlingen and Hundley (2001) assert that the pilot study is important for running a test with a smaller sample, for helping the researcher to ensure the validity of the study design and its ability to capture the required data, and for ascertaining the reliability of the measuring tool used in testing the research hypotheses. Furthermore, Teijlingen and Hundley (2001) state that pilot study may give advanced warning of where the main research project could fail. Therefore, the difference between a pilot report and an actual study report is that the former should be clear about the lessons learned for both research design and field procedures (Yin, 2009).

Therefore, the researcher decided to conduct a pilot study as a preliminary ‘prototype model’, to evaluate the efficacy of the online survey to be used in testing the hypotheses and to evaluate the utility of the study design, with a view to changing the hypotheses to be tested if needed, although all the questions in the research questionnaire had already been validated in prior studies, albeit in different settings. All participants were cooperative in answering the survey questions. The researcher intended to test and ensure the reliability of the methods and procedures of data collection in order to be more efficient in collecting data from the full sample, considering the comments and changes made in wording as a result of the pilot phase.

### **3.12 Triangulation**

This Research assumes the position that no single method is good enough to get a valid result in social science research. Triangulation is regarded as a means to overcome the limitations

inherent in single –method research. The term derives from surveying, where it refers to the use of a series of triangles to map out an area (Bryman, 2012, p. 1). It generally means “the multiple employments of sources of data, observers, methods, or theories, in investigations of the same phenomenon” (Ammenwerth, Iller, and Mansmann, 2003, p. 239). The “mixing of data or methods so that diverse viewpoints or standpoints cast light upon a topic” is its main focus (Olsen, 2004, p. 2). It is a 3-dimensional approach to research which is used in social science research to investigate the same phenomena using data sources, observers, methods, or theories, with the twin objectives of supporting “a finding with the help of the others (validation)” and complementing ‘the data with new results, thus [finding] new information, [getting] additional pieces to the overall ‘puzzle’” (Ammenwerth, Iller, and Mansmann, 2003, p. 239-40) Triangulation is often associated with multi-method evaluation. However, it is not limited to the combination of methods. It also describes the combination of data sources, investigators, or theories (Ammenwerth, Iller, and Mansmann, 2003, p. 244). Denzin (1978) divided triangulation into four types which can be applied at the same time: data triangulation, investigator triangulation, theory triangulation, and method triangulation. This is distinct from the conventional use of the term (p. 290).

Data triangulation can be defined as “gathering data through several sampling strategies, so that slices of data at social situations, as well as on a variety of people, are gathered” (Bryman, 2012, p. 3). In other words, various data sources relating to time, space, or persons can be used. For example, this research uses interview informants from different areas and categories. Investigator triangulation entails gathering and analyzing data with observers or interviewers with specific professional or methodological backgrounds. The use of computer literacy and social research knowledge in this research to analyze and interpret results from interviews is an example of this.

Theory triangulation refers to the use of more than one theoretical position in interpreting data. More specifically, data are analyzed using various perspectives, hypotheses or theories. For example, administrative capacity is analyzed using different change theories.

Methods triangulation is the application of various methods for the gathering and analysis of data.

### **3.13 Ethical Considerations**

Initially, it seemed that the research did not involve significant ethical considerations, because the information to be collected was not particularly sensitive or personal. With the exception of the interviews, the study was deemed to unlikely contain any data that could be traced to any particular individual. Nonetheless, there are a number of key ethical dimensions that were later appreciated, and these are explained in the following discussions.

The most important part of any research project that uses the primary input of other people is the concept of informed consent. This is a relatively simple rule postulating that the people who are participating in a research project should have been informed about the project prior to their actual participation, explaining to them in detail the engagement in a manner they clearly understand (Rowley, 2012). As part of the imprimatur, it should be made clear as to how their data will be collected, stored, and ultimately used. Having gone through prior relevant explanation, participants should have the opportunity to withdraw, at any time during the course of the data collection, should they feel it necessary (Eriksson and Kovaleinen, 2008). In the case of the interview process, this explanation was made in person with the respondent at the beginning of the interview. For the surveys, it was accomplished through email and a relevant message on the front page of the survey document, inasmuch as there were too many potential respondents to speak with in person. Where techniques such as interviews were used, or the data was unusually sensitive, it is advisable to acquire a signed consent form from participants for the protection of both the researcher and the university. This research has complied with all the strictures of informed consent as presented in the preceding discussion.

When holding data in any form, even if it is not considered particularly sensitive or traceable, it is best practice to ensure that it is stored safely. In the case of this research, all survey responses and interview transcripts were stored in password protected files to which only the researcher maintained access (Cryer, 2006). Interview respondents were also offered the option of giving anonymous responses. Where some of the data may be a little sensitive, in the sense that respondents may not have been comfortable with their employers becoming aware of their survey or interview responses, best practices in data protection were observed to ensure that respondents were not compromised or unduly concerned (Berg, 2003; Bryman and Bell, 2012).

### **3.14 Research Design**

By applying a qualitative paradigm, this research examined the context, rationale, and significance of QNV 2030 strategy through comprehensive and well-organized literature review.

The researcher, therefore, perceives reality as something developed through an interaction between different variables in the context. As discussed in section 3.2, this ontological stance leads to the epistemological perspective that assumes interpretive phenomena to understand qualitative, rather than measure such an evaluation quantitatively. The main area of the research is to highlight the important role of administrative and human development in the implementation of Qatar Vision 2030 (QNV 2030). It is found that an integrative approach based on a multi-disciplinary review of the literature can help in developing an in-depth understanding of the phenomenon being researched. These research results interrelated with the findings of the literature review and, on an integral sense, aided the development of multi-modal framework to assess Qatar's overall strategic readiness; therefore, there is a need to accumulate a theory and practice in this field. To do so, this research applies the combined Total Quality Management (TQM) and Balanced Scorecard (BSC) paradigms.

Other components and the main dimensions of the research strategy are encapsulated in Figure 3-5 below:

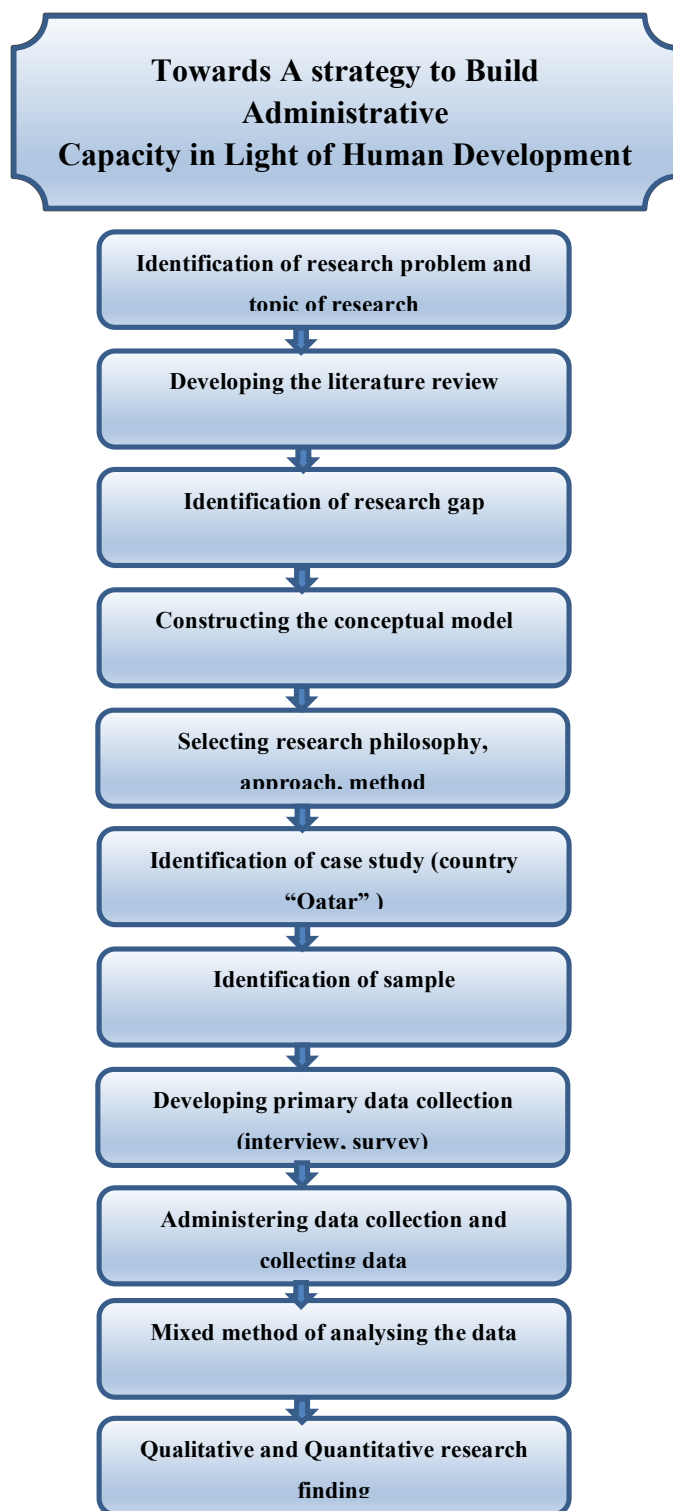


Figure 03-5 Research design

Source: Researcher

### **3.14.1 Research process**

The research is divided into three general sections and/or steps starting with the main structuring of the idea, and developing the ‘what’ question about the research. The second phase was the data collection stage, and the “how” part of the study, and finally comes the interpretation, explanation and analysis of the collected data, or the “why” part of the phenomenon. The main aim of the research is to highlight the important role of administrative and human development in the implementation of Qatar Vision 2030 (QNV 2030). The researcher decided to study this phenomenon by integrating two model: Total Quality Management (TQM) and Balanced Scorecard (BSC) paradigms into framework.

Consequently, a data collection strategy based on both qualitative and quantitative paradigm was developed, in relation to the objective of the research, thus, focusing on understanding and analyzing the phenomenon. The data collection strategy was divided into a pilot exploratory phase and the main fieldwork. Data analysis and interpretation were conducted as a final phase through applying well-structured strategies.

### **3.15 Summary**

This chapter has explained the methodology in detail. It began by considering the ontological, epistemological, and theoretical foundation of the positivist approach, which forms the basis of this research, and the justification for its selection. The mixed method paradigm was found to be applicable, because it matched the researcher’s ontological and epistemological stances. A hybrid data technique (mixed-method approach) was adopted as appropriate to the research context. Focusing on a social phenomenon that involves the performance of stakeholders in ERP systems, multiple perspectives must be taken into account. The use within the two phases of the research of data-gathering instruments from both quantitative and qualitative strands was justified, including the use of a questionnaire, a semi-structured interviews research.

The data analysis techniques used in the quantitative and qualitative phases were also explained and justified. This chapter also justified the use of the concurrent mixed-method sampling technique, and explained its relation to the mixed-method research approach. Finally, the chapter justified the choice of case study and of the specific cases.

The next chapter describes the fieldwork, including a comprehensive description of the case study. It presents the findings of the quantitative and qualitative phase, and compares these with reports from the relevant literature.

## **4 Chapter Four: Results and Discussion of the Study**

### **4.1 Introduction**

This Chapter discusses the significance and the relevance of the study's findings to the research purpose and objectives with regard to Qatar National Vision 2030. The Chapter, in its two major parts, describes first, the results of the online surveys (i.e. Survey Monkey Program) conducted in the period from July 23 to August 31, 2015 and second, the findings from the in-depth interviews undertaken in Doha, Qatar from September 3 to October 28, 2015, including the ten compelling development themes raised by key informants during the interviews. This chapter further offers the summary of these in-depth interviews before concluding with the direction for future research throughout this study.

### **4.2 Results of Qatar and Human Capacity Online Survey**

The researcher has directed an online survey that yielded 66 respondents, all being managerial-level Human Resources (HR) practitioners in Qatar who responded completely with the survey. Their responses generated findings that highlighted the significance of human and administrative capacity development on the success of QNV-2030 as a national transformational strategy. The following sections explored in details the findings of the online survey (See Appendix 2 for the copy of survey results).

#### **4.2.1 Gender of Respondents**

The survey covered among the respondents, randomly 57 males (86%) and 9 females (14%) out of the total number (66) of respondents, with the large imbalance attributable to the limited number of qualified female HR practitioners.

#### **4.2.2 Industry / Sector Representation**

The researcher intended to include four major industries (Education field, Healthcare sector, Oil and Gas industry, and Finance sector) in the online survey, as per the following rates respectively to each sector: 41%, 25%, 14%, and 19%. In terms of response rates, the



Education sector posted the highest rate at 93%, followed by Healthcare at 79%, Finance at 78%, and Oil and Gas at 63% -- for a total online survey response rate of 78%. This high response rate is directly attributable to the fact that the researcher has extensive contacts in Qatar's professional community.

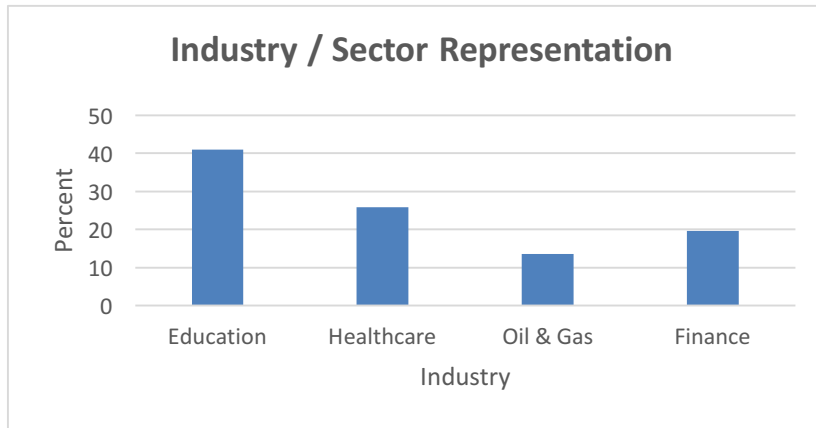


Figure 04-1 Industry / Sector Representation

Source: Researcher

#### 4.2.3 Number of People in Respondents' Organizations

By studying the respondents' background, the researcher noticed an uneven distribution of these respondents across organizational size, where the highest number of responses actually belonged to the organizations having 0-100 employee-bracket at 39%, then, 101-250 employee-bracket at 29%, 251-500 employee-bracket at 16%, 501-1,000 employee-bracket at 12%, and more than 1,000 employee-bracket at 7%. The distribution of organizational sizes is skewed to the 0-250 employee-bracket at 75% of total respondents, although the survey reflects reasonable representation of all other targeted sizes.

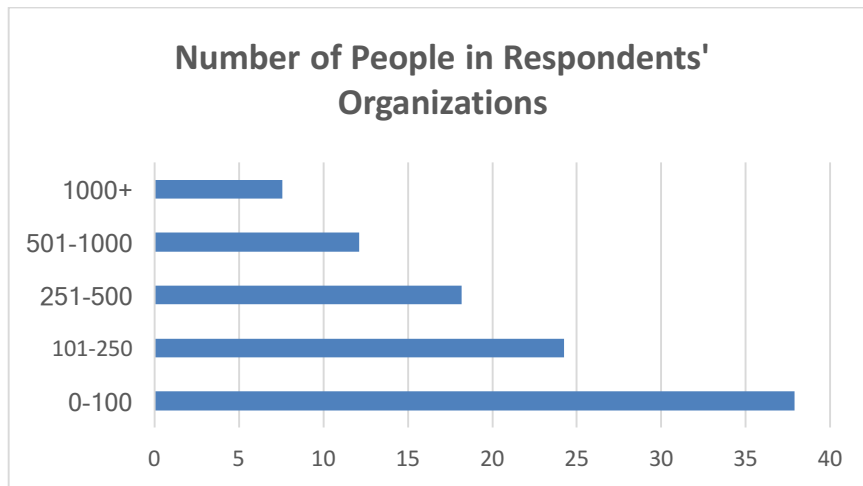


Figure 04-2 Number of People in Respondents' Organizations

Source: Researcher

#### 4.2.4 General Awareness of Qatar Vision 2030

The online survey yielded an exceptionally high level of respondents' awareness about Qatar National Vision 2030 with 82% of respondents recognizing the vision, while only 18% were not aware of this strategy. This finding highlighted two important considerations for the in-depth incremental research regarding QNV 2030: first, the majority of the researcher's professional community contacts, being engaged in the QNV 2030, possess high level of awareness towards the strategy; and second, this high level of awareness among respondents facilitated the path for the researcher to address in-depth interview questions for the QNV-2030 community in an effort to raise the current research to a higher level of achievement.



Figure 04-3 General Awareness of Qatar Vision 2030

Source: Researcher

#### 4.2.5 Elements of the Economic Pillar under Formulation

As for the elements of the economic pillar, the online survey revealed that 53% of the respondents were engaged in Oil and Gas, 17% in economic diversification, and 22% in sound economic management, with 8% stating they did not know or were unsure. This result highlighted the premise for inquiring on the extent of progress that has been made on the economic pillar being worked on by each respondent, what is the extent of progress on a national scale, and what is the comparative significance of all development pillars under the QNV 2030.

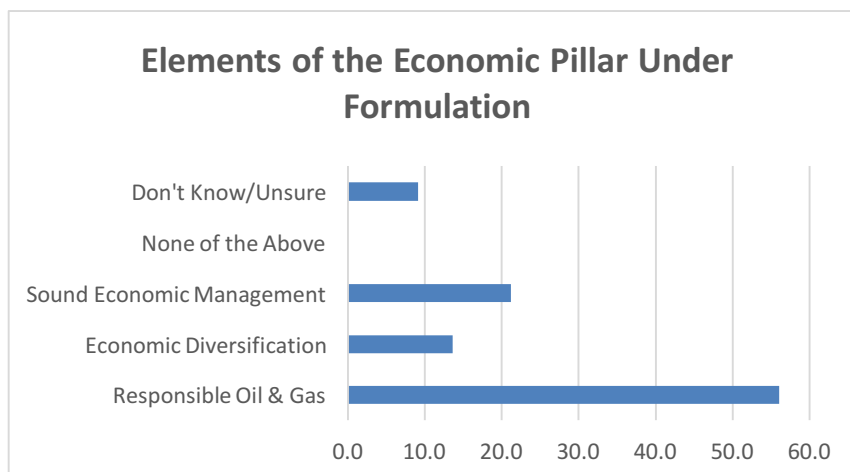


Figure 04-4 Elements of the Economic Pillar

Source: Researcher

#### 4.2.6 Familiarity with Human and Administrative Capacity

The respondents demonstrated a high level of familiarity with the concepts of human and administrative capacity, with 80% admitting their familiarity with the concepts whereas only 20% stated they were not aware. This result suggested that respondents' participations could be reasonably relied upon as fair representation of indicative information, the fact that reinforced the findings under section 4.4 concerning general awareness on QNV 2030.

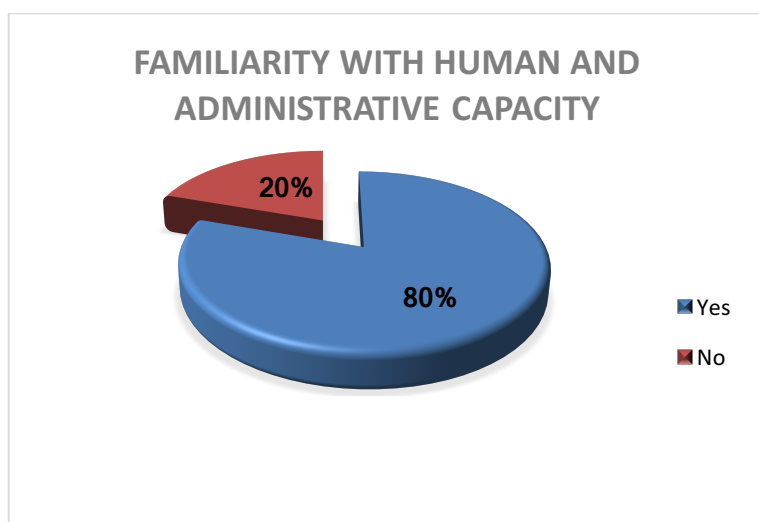


Figure 04-5 Respondents' familiarity with Human and Administrative Capacity

Source: Researcher

#### 4.2.7 Human and Administrative Capacity-Building Strategy

When asked about having formulated a strategy aimed for building human capacity or administrative capacity in their organizations, 29% of the respondents averred that they've adopted both strategies, 49% indicated that corresponding organizations adopted only human capacity strategy, 10% claimed implementing only administrative capacity, and 20% stated no embracement for either strategy. This result described a revealing lack of integrated strategy development framework among organizations in the QNV-2030 loop, which scenario warranted in-depth probing and inquiry into the advantages of at least one of the strategies.

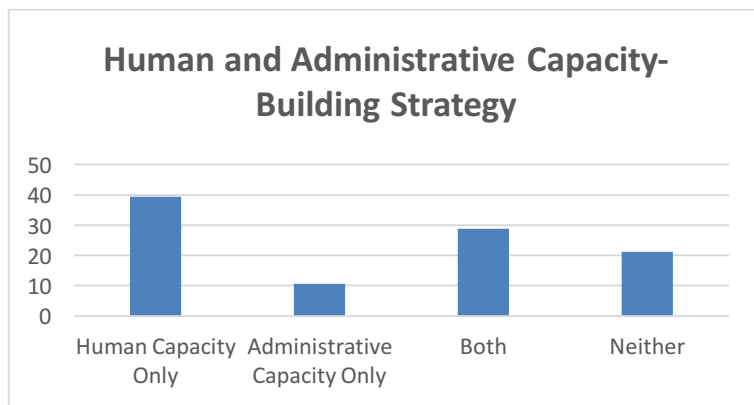


Figure 04-6 Human and Administrative Capacity-Building Strategy

Source: Researcher

#### 4.2.8 Development Areas for Capacity-Building Strategy

When requested to rank specified development areas deemed necessary for capacity-building strategy, the analysis of responses indicated the following ranking: 1st ranking for vocational training (38%); 2nd for gender balance (19%); 3<sup>rd</sup> for organizational diversity (16%); 4th for postgraduate education and international alliances (12% each); and 5th for national literacy (6%). This survey outcome entailed a rationale for the in-depth interview question investigating the reasons of respondents behind the chosen top ranking.

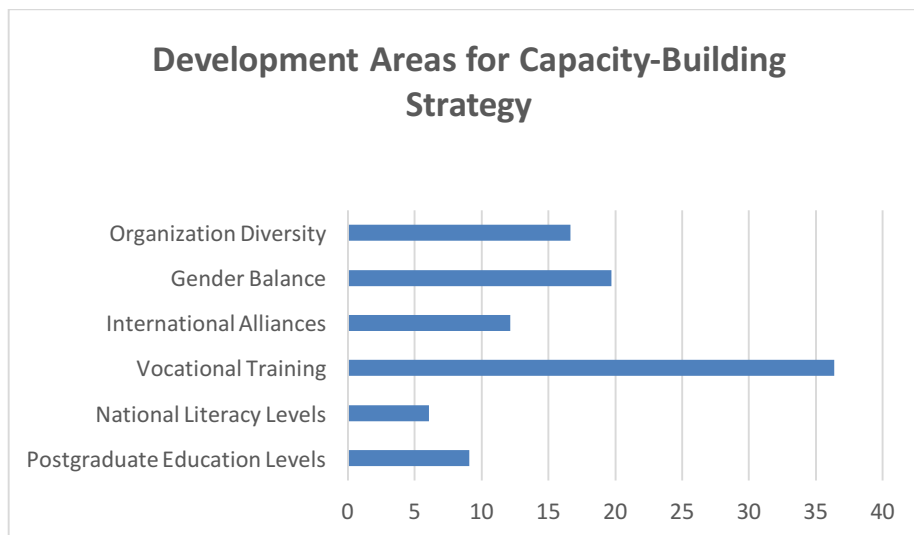


Figure 04-7 Development Areas for Capacity-Building Strategy

Source: Researcher

#### 4.2.9 Extent of Interaction with Government or Policymakers

The survey revealed that 67% of the respondents have interacted with government or policymakers in matters pertaining to developing administrative and human capacities in their respective organizations, according to the following interaction frequency rates: very much (12%); a lot (15%); regularly (24%); and occasionally (11%). A high rate of 36%, however, acknowledged that no interaction was made at all.

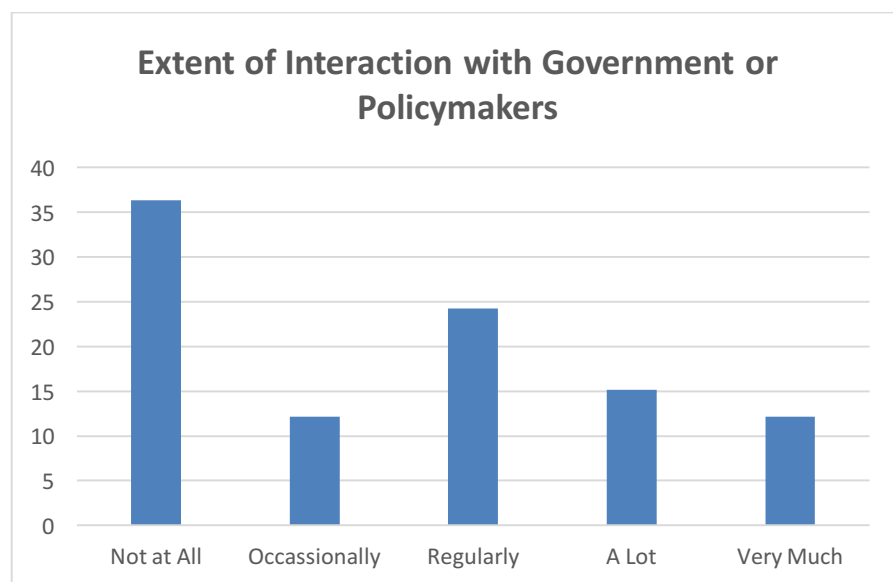


Figure 4-8 Extent of Interaction with Government or Policymakers

Source: Researcher

#### 4.2.10 Extent of Interaction with Other Organizations

The survey results showed that 78% of respondents interacted with other organizations in matters pertaining to developing administrative and human capacities in their organizations, with the following interaction frequency rates: very much (12%); a lot (17%); not all (18%); and occasionally (11%). A high 35%, however, confirmed they made interaction regularly.

The contrasting patterns of collaboration revealed in Sections 4.9 and 4.10 justified an in-depth interview question asking respondents to state and explain their views as to which mode of collaboration generates more meaningful contribution to capacity building.

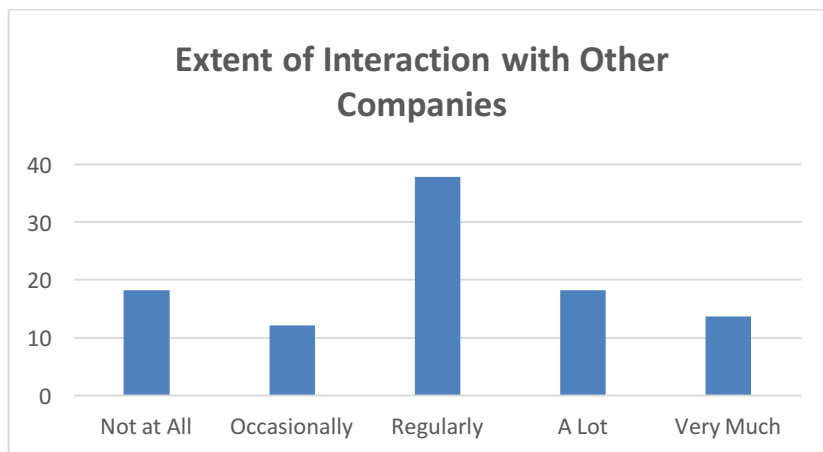


Figure 04-9 Extent of Interaction with Other Organizations

Source: Researcher

#### 4.2.11 Government-Led or Business-Led Capacity-Building

When queried about the parties that should lead capacity-building initiatives, 58% of respondents believed that the government should assume the lead role, 33% considered it to be the role of the business sector, and 9% averred it should be led by both sectors.

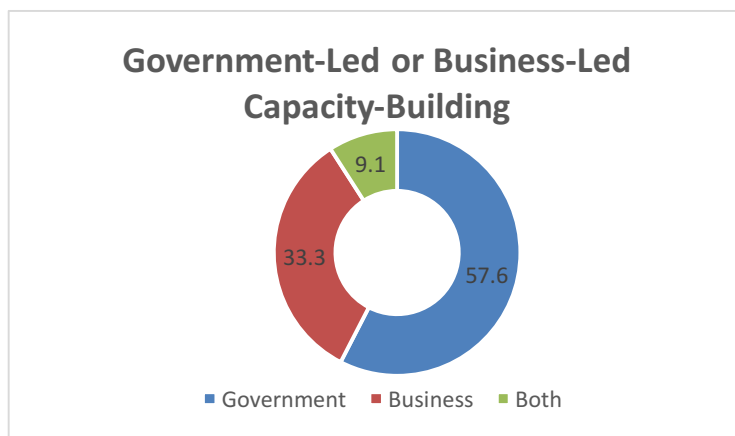


Figure 04-10 Government-Led or Business-Led Capacity-Building

Source: Researcher

#### **4.2.12 Analyzing Answers of Section 4.2.11**

As 58% of the respondents believed that capacity-building strategy should be led by government, the researcher attempted to link this high favor of government-led strategies with the following interpretations: First, the government's role is implied in Qatar's political system (i.e. constitutional monarchy); Second, only the government has the capacity to leverage power, authority, skills, resources, and development infrastructures, which the business sector does not have in the right and convenient capacity to deliver; Third, the QNV-2030 is a centerpiece project conceived and implemented by the government, which means it is the government's dominion; and Fourth, only the government has the ascendancy to collaborate and request for experts and technical assistance from foreign entities, resident foreign firms, and potential investors on administrative and human capacity requirements essentials to QNV 2030.

#### **4.2.13 Objectives for Human and Administrative Capacity**

When requested to indicate what three topmost objectives highlight the need for building human and administrative capacity, the majority of respondents identified the following as key objectives:

- (1) To improve educational system, including sustainable vocational and technical courses for Qataris;
- (2) To develop new industries with preferential selection of qualified/trained Qataris for employment, and no other nationalities, except for temporary expert assistance; and
- (3) To expand strategic alliances with local and foreign companies/technical experts for the expansion of new knowledge, technology transfer, new industry development, infrastructure-building, strategic growth, and global competitiveness.

#### **4.2.14 Summary of Online Survey Findings**

The results of the online survey represented significant implications on the public awareness and knowledge pertaining to QNV 2030, administrative and human capacity strategies, most important development areas, public and private collaboration, and long-term thoughts about human and administrative capacity. More specifically, across the professional community, a



high and an indicative level of general awareness about the QNV-2030 exists as well as a high level of familiarity with administrative and human capacity, which situation gives persuasive value to the online survey results. Furthermore, the adoption of human and administrative strategies among organizations represented by the online respondents confirms that relevant knowledge do prevail in the professional community. However, the high level of familiarity and relevant knowledge appears opposed to the context and the level of strategy adoption, inasmuch as prevailing strategy adoption is largely non-integral with only 58% of companies using both strategies. A notable ratio of 14% showed that many organizations still do not adopt any human or administrative strategy at all. The extent of ongoing interaction and collaborative conduct of business for capacity-building in public and business sectors posted high marks, ranging between 67% (public sector) and 78% (business sector), although showing notable non-collaboration rates of 33% (public sector) and 22% (business sector). From a development view, these non-collaboration indexes signify the presence of countervailing forces against the strategic progress of QNV 2030.

The context of strategic objectives for human and administrative capacity that were obtained from survey responses symbolized a high level of QNV-2030 engagement in the professional community, which situation applies well for an informed strategy development and execution under the QNV 2030.

Finally, the online survey responses elicited ten suggestive probing themes that provided the rationale for clustering in-depth interview questions, and these themes relate to the:

- (1) Level of respondent's knowledge about QNV-2030
- (2) Significance of QNV-2030 to the transformation of Qatar
- (3) Most important barriers to the success of QNV-2030
- (4) Implementation progress of the economic pillar
- (5) National trend on the progress of the economic pillar
- (6) Comparative importance of development pillars
- (7) Advantages of human and administrative capacity strategies
- (8) Comparative importance of government and private collaboration
- (9) Success potential of each development pillar
- (10) Acceleration of economic diversification

### **4.3 Results of In-depth Interviews**

This section relates to the analysis of ten in-depth interviews involving nine key informants and one Human Resources (HR) manager in Doha, Qatar. Premised on the key suggestive themes derived from the online survey, the in-depth interviews had eight clusters of nineteen anchor questions, and these clusters were: knowledge of Qatar Vision 2030; significance of development pillars; administrative and human capacity strategy; capacity-building requirements; government collaboration; private sector collaboration; lead agency of capacity-building; and strategic direction and recommendations. Apart from direct responses to the questions of the in-depth interviews, key informants referred to compelling development themes, suggesting that these themes should be considered in the strategic development agenda of Qatar. These themes, coded in from the interview transcripts, relate to: raising the level of strategic readiness; generating income, surplus, and liquidity; developing social overhead capital; safeguarding the country's intergenerational equity; managing the dynamics of change; leveraging the big government role; correcting the population imbalance; promoting education as a transformation strategy; exercising transformational leadership nationally; and maximizing organizational trust. In Excel-based representation, Appendix 3 details both the direct responses to key questions and the ten development themes ventilated by key informants.

The following subsections present the results of the in-depth interviews, which refer to the direct responses to questions propounded by participants.

#### **4.3.1 Level of Knowledge about QNV 2030**

The interviewees demonstrated a very high level of knowledge about the QNV 2030, with 90% of the respondents possessing considerable knowledge and 10% possessing sufficient knowledge as shown below in Figure 4-11.

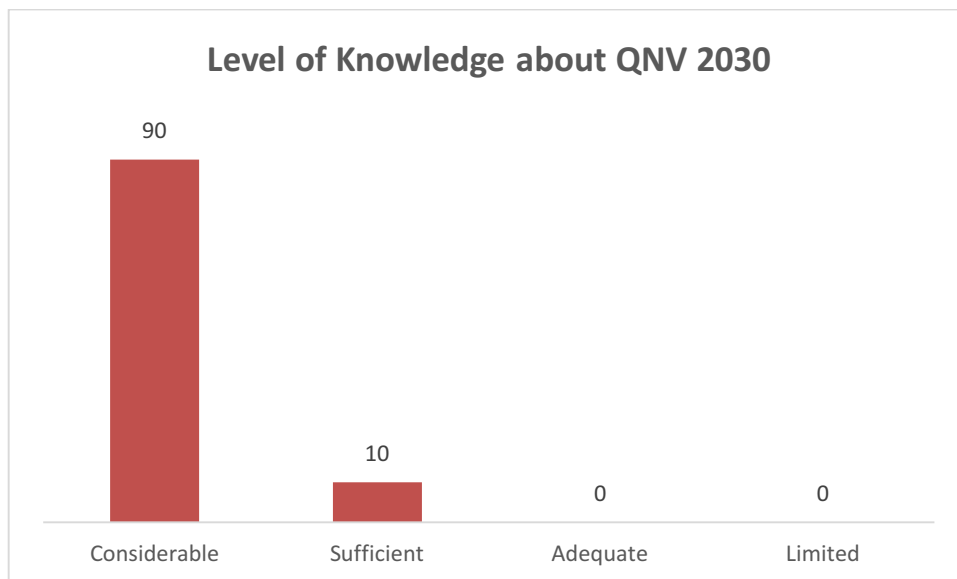


Figure 04-11 Level of Knowledge about QNV 2030

Source: Researcher

#### 4.3.2 Significance of QNV-2030 to Qatar

When asked to describe the significance of QNV-2030 to the transformation of Qatar, 90% of the respondents conveyed the very significant impact of this strategy, while only 10% of the respondents described it as simply significant. One key informant, exuding thoughtful knowledge about the strategy, articulated that QNV-2030 represents the best development path for Qatar's transformation. Other key informants' assessments had graphic registry in the context of the following comments: Vision 2030 is designed to withstand countervailing external forces; Vision 2030 represents potential solutions to barriers restricting growth; Vision 2030 is what Qatar is and what will be and is further an internally-focused and externally-ambitious act of benevolence for the citizens; Vision 2030 represents a winning strategy for building additional social overhead capital/infrastructure, that Qatar needs to strongly support intended economic transition amid emerging social problems; Vision 2030 is a great way to satisfy the needs of present generation and secure the national wealth for the benefit of future generations (which in economic terms relates to securing intergenerational equity); As Vision 2030 catches intensity, more and more international partners, FDI proponents or public-private partnership (PPPs) prospects, will get attracted to invest in Qatar

and expand social overhead capital in support of economic transition; QNV-2030 will provide Qatar with the level of future-compliance and change readiness needed to face the challenges against national aspirations and the security of intergenerational fairness; and finally, QNV-2030 satisfies the preconditions of economic growth. Figure 4-12 below shows the graphical presentation of respondents' answers toward the significance of QNV-2030 to Qatar.

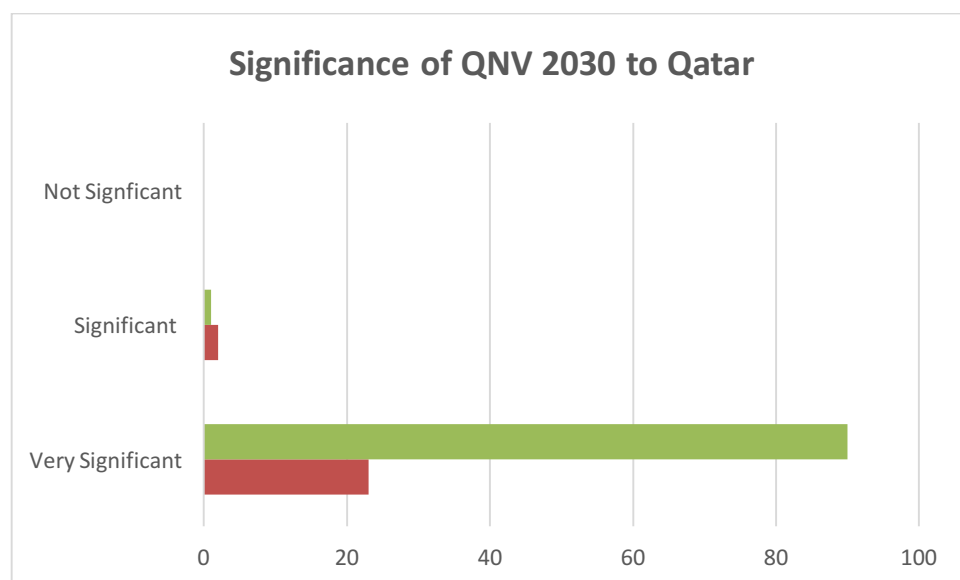


Figure 04-12 Significance of QNV-2030 to Qatar

Source: Researcher

### 4.3.3 Most Important Barriers to QNV 2030

On the question asking for what is considered as the three most important barriers to the success of QNV 2030, the participants' responses from the in-depth interviews are ranked in Table 4-1 below. Among others, the observations on the lack of human capital base and on the large population of uneducated citizens are interrelated factors constituting 37% of the responses, which, in essence, can be considered as the primary barrier to transformation. Institutional mechanism refers to the administrative framework aiding the development and exercise of human capacity, which framework has been observed to be lacking efficiency and effectiveness.

Table 04-1 Barriers to Success of QNV 2030

<b>Observed Barriers to Success of QNV 2030</b>	<b>% of Responses</b>
Lack of human capital base	27
Broken/dysfunctional institutional mechanism	23
Lack of alternative revenue sources/oil-dependence	23
Large population of uneducated citizens	10
Divergent time dynamics of change	7
Lack of mechanism to speed up human development	7
Qataris' complacency/inaction to learn	3
Total	100

Source: Researcher

The barriers relating to oil-dependence or non-diversified economy seem to arise from the common concern that, should the oil industry continue to deteriorate, the situation represents a serious threat to the strategic health of Qatar because of the singularity in its source of revenues. Divergence in time dynamics of change refers to the situation that despite the long term horizon of the development window for Qatar, the external and globalization forces impinging its stability are fast-paced and immediate. The mechanism to speed up change denotes the necessity of an enabler in mitigating divergence in time dynamics of change. The complacency or inaction of Qataris towards learning came up out of the perceived “contentment effect” of Qatar’s long-running national prosperity. The importance of protecting national liquidity and wealth is considered vital to securing the economic future of Qatar in light of the lack of other industries that Qatar might rely on in case of further deteriorating oil prices. Figure 4-13 displays the answers further below.

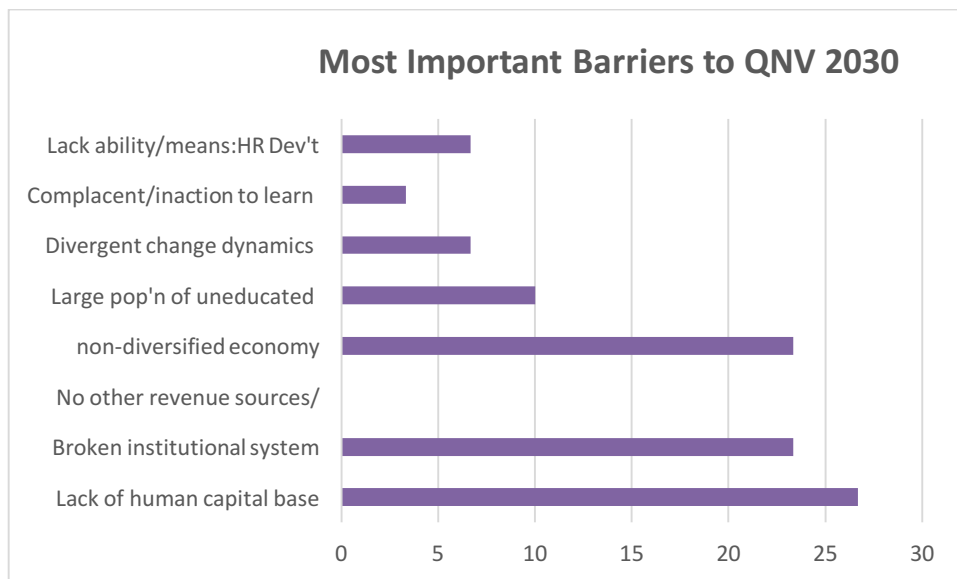


Figure 04-13 Most Important Barriers to QNV 2030

Source: Researcher

#### 4.3.4 Engagement in Economic and Human Development

A high level of stakeholders' engagement is currently going on in the economic and human development pillars of QNV-2030, as 80% of respondents averred being actively engaged in the economic phase of the strategy, and 20% being engaged in the human development phase. In essence, the total engagement level is at 100%, which typifies a very positive propagation of strategy elements. Figure 4-14 shows the presentation graphically.

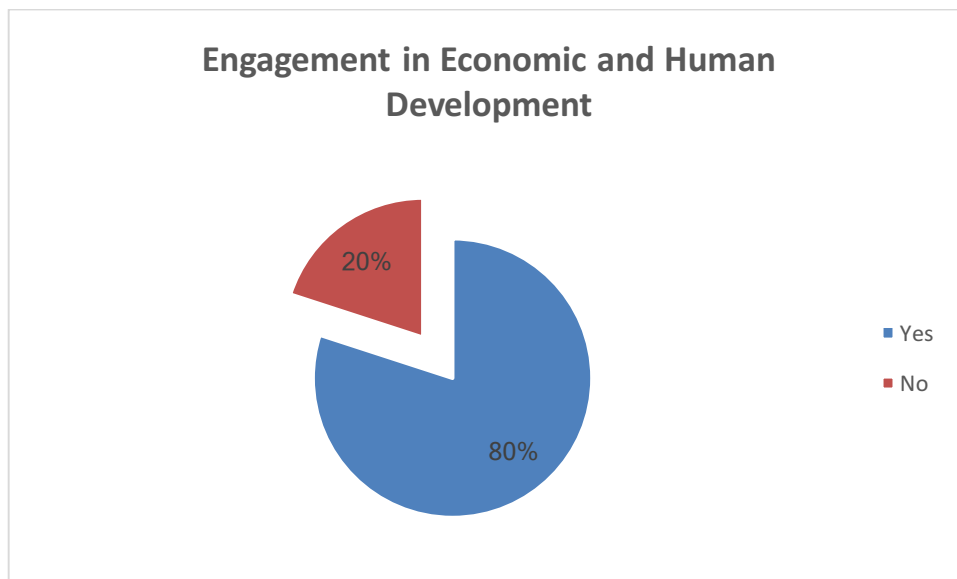


Figure 04-14 Engagement in Economic and Human Development

Source: Researcher

#### 4.3.5 Functions in Economic and Human Development

The degree of scatter that emerged from the interviews was almost evenly distributed: 30% in sound economic management, 30% in responsible oil and gas, 20% in human development, and 20% in economic diversification. Figure 4-15 shows the presentation graphically.

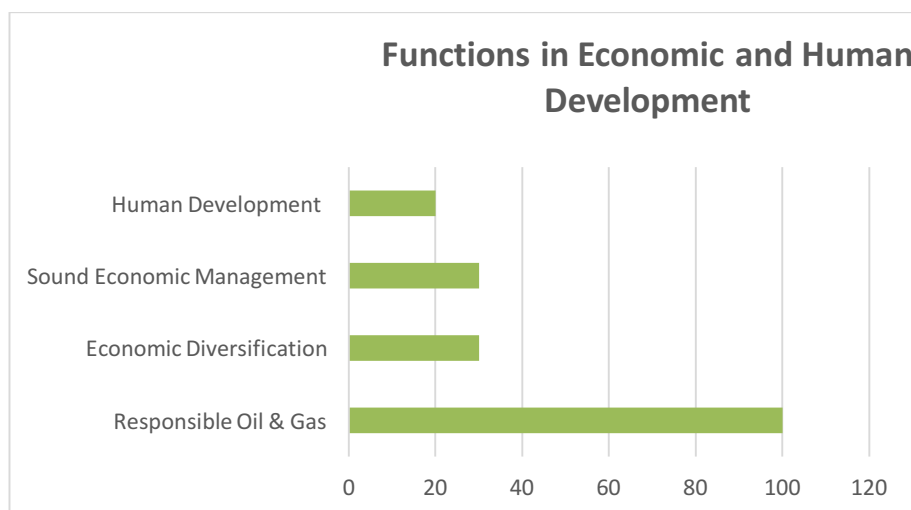


Figure 04-15 Functions in Economic and Human Development

Source: Researcher

### 4.3.6 Progress in Economic and Human Development Pillars

Based on the key informants' responses, the economic and human development pillars similarly behaved on a very positive progress. In the economic pillar, above-target performance registered 43% by respondents and on-target performance posted 57%. With regard to the human development pillar, on-target performance recorded 67%, while below-target performance chalked 33%, as shown in Figure 4-16.

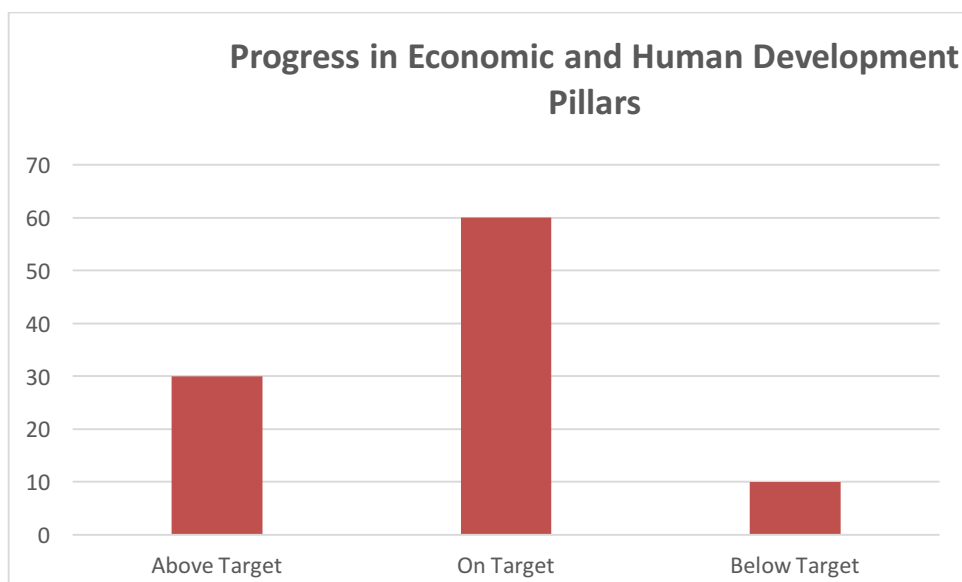


Figure 04-16 Progress in Economic and Human Development Pillars

Source: Researcher

### 4.3.7 National Trend on Economic and Human Development

According to 90% of the interviewees, the on-target and the above-target accomplishments of the economic and human development pillars indicated a national trend, whereas, only 10% stated it depicted a non-national trend. Key informants assessed actionable actors were at par, with nobody falling behind. There prevailed remarkable consistency of modest improvements across the value chain as shown in Figure 4-17.



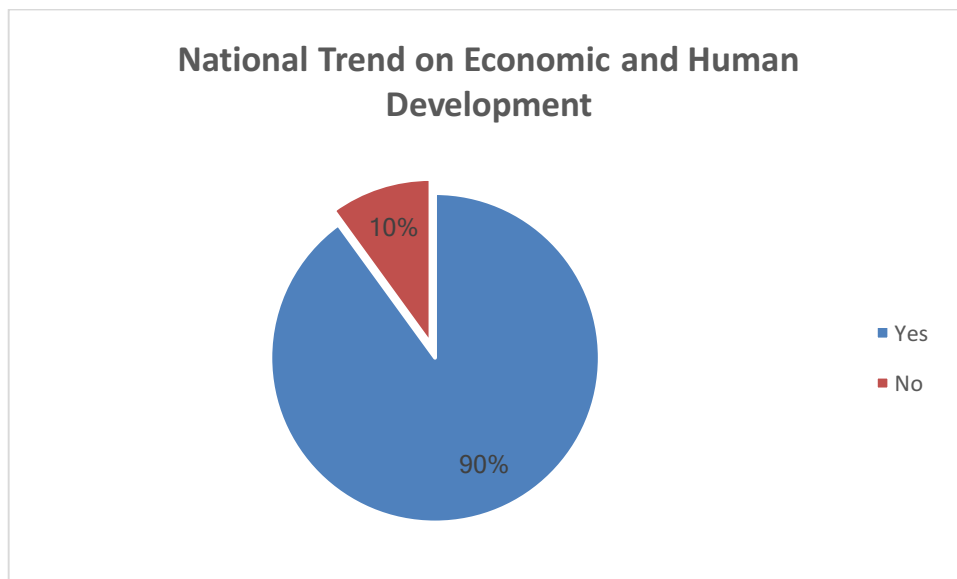


Figure 04-17 National Trend on Economic and Human Development

Source: Researcher

#### 4.3.8 Most Important Pillar for QNV 2030

When asked about which pillar is the most important one for the success of the QNV 2030, 80% of the interviewees considered human development to be the most essential pillar, while 20% viewed the economic development pillar as the most vital. Figure 4-18 shows graphical presentation of the above information. Probing further on the reasons behind each choice, the compelling arguments of respondents in favor of human development included: first, human resources serves as the indispensable enabler of all pillars; second, all knowledge, technologies, and innovations can be bought and adapted to the development requirements, but all of these factors need human talents to be processed and delivered; third, human resource development works as a springboard to reach the summit of institutional performance; fourth, human development empowers all pillars to strategic durability for success; and finally, the human brain reigns as the most supreme in all human endeavors.

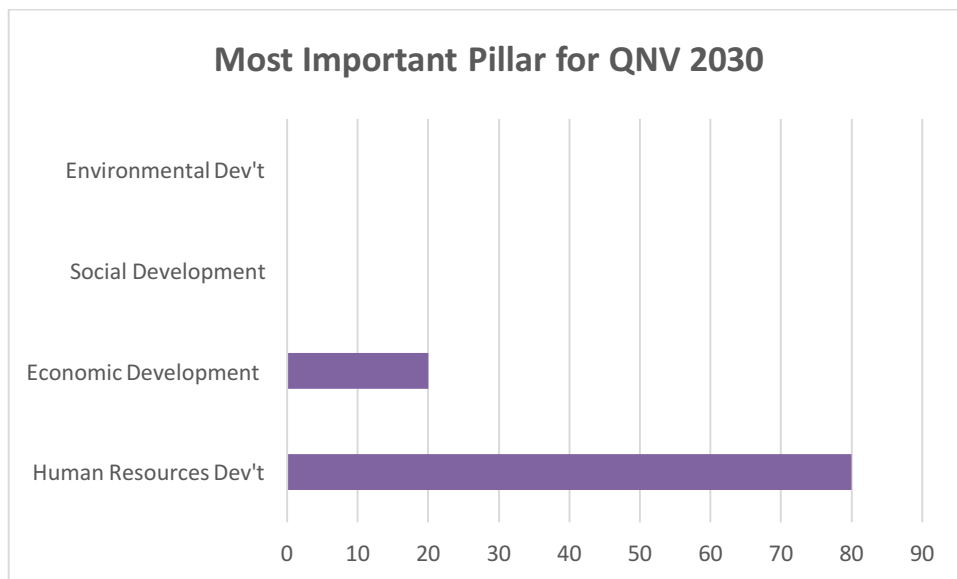


Figure 04-18 Most Important Pillar for QNV 2030

Source: Researcher

#### 4.3.9 Familiarity with Capacity-Building Strategies

Respondents exhibited a high level of familiarity with human and administrative capacity strategies, with 90% of respondents being familiar with the strategies and only 10% not being familiar with the concepts. Figure 4-19 shows an illustration of the above percentages.

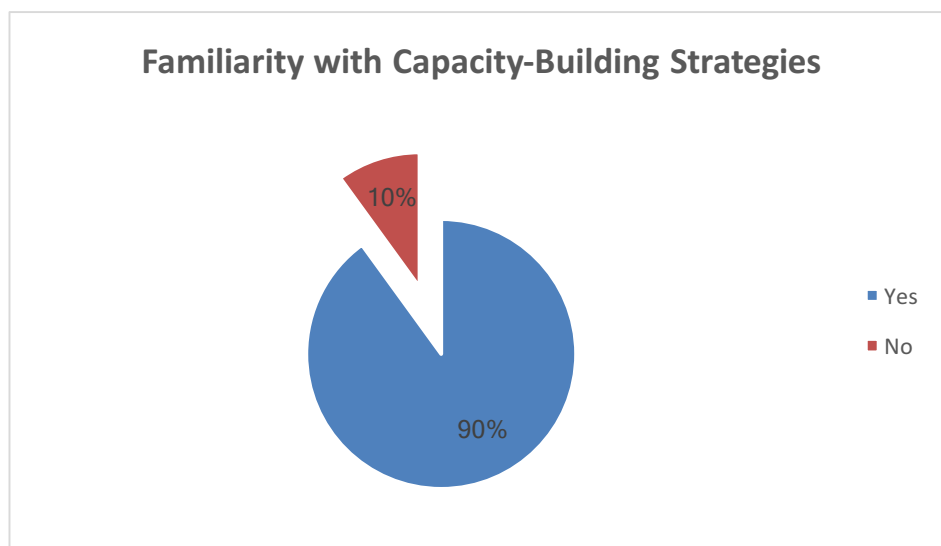


Figure 04-19 Familiarity with Capacity-Building Strategies

Source: Researcher

#### 4.3.10 Use of Strategies for Capacity-Building

Based on the interviews' results, Figure 4-20 shows that 70% of QNV 2030-engaged institutions indicated adopting strategies for both human and administrative capacity-building, while 20% conducting business with only adopting a human capacity strategy, and 10% leveraging only administrative capacity. The compelling statements of the 70% adapting both strategies included the following justifications: the combined strategy enables all pillars to produce synergistic results; the human capacity aids people in performing their duties and responsibilities well, while the administrative capacity affords the better exercise of human capacity, thus, the need for the administrative capacity to be robust, efficient, and effective; and last, human capacity is indispensable; for example, as one key informant elaborated, if training and career development are inexistent in an organization, human and administrative capacity weakens.

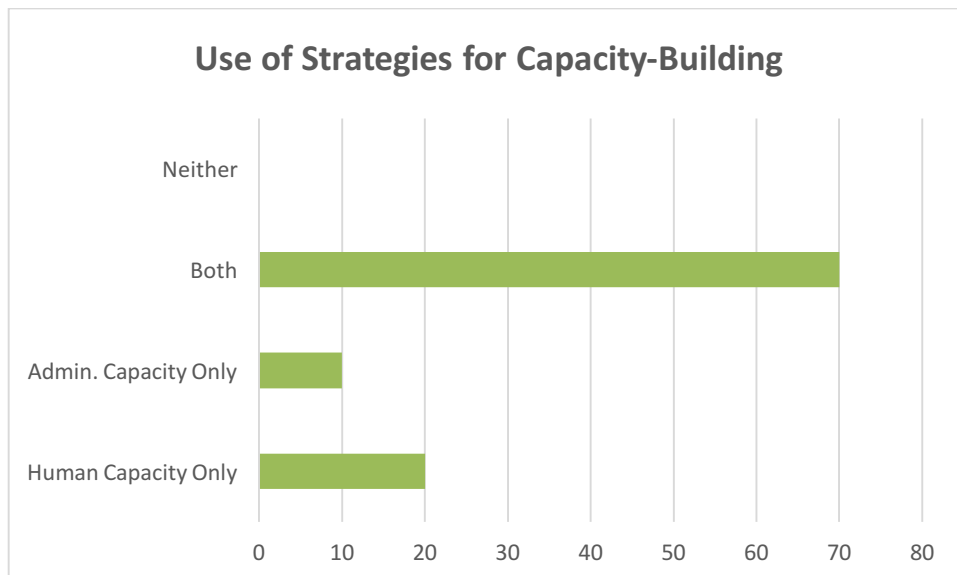


Figure 04-20 Use of Strategies for Capacity-Building

Source: Researcher

#### 4.3.11 Advantages: Capacity-Building Strategies

When requested to cite three advantages for implementing human and administrative capacity, the interviewees cited the below advantages as described and ranked in Table 4-2 below:

Table 04-2 Capacity-Building Strategy Advantages

<b>Observed Advantages of Capacity-Building Strategies</b>	<b>% of Responses</b>
High performance and multi-dimensional orientation	27
Exercise of professionalism and use of SMART goals	27
Cohesive, collaborative, relevant, vibrant organization	20
Improved quality of institutional output	17
Increased institutional and organizational credibility	6
Always connected with Vision 2030	3
Total	100

Source: Researcher

Other relevant observations revealed during the interviews included: a consistent high content, accuracy, and relevance in output; high performance and professionalism as sustainable advantages; Vision 2030 intensified long-running institutional vibrancy; the strategies developed critical-thinking skills of involved members in organizations, yet, without losing organizational cohesion; the organization became technology-compliant and metric-driven; and people became professionally tolerant and receptive to new ideas.

#### 4.3.12 Development Priorities for Capacity-Building Strategy

For the development of capacity-building strategies, the following ranking of development areas emerged based on the number of responses for each choice of development area to a particular rank: (1<sup>st</sup>) vocational training, (80%); (2<sup>nd</sup>) postgraduate education, (50%); (3<sup>rd</sup>) international alliances, (60%); (4<sup>th</sup>) gender balance, (60%); (5<sup>th</sup>) organization diversity, (70%); and (6<sup>th</sup>) national literacy, (80%), as shown in Figure 24. The pertinent interviewees' statements included: Vocational training is a vacuum in the educational system for which gap the curricula must be modified or expanded for the inclusion of vocational training and

technical courses; after all, technical training will accelerate human development and capacity-building; Postgraduate education represents an index of professional superiority; International alliances promote strategic partnerships which Vision 2030 needs; and Gender balance maximizes women's talents in human capital formation: the culture marginalizing women's role might be difficult to break, but it is always open to persistence and benevolence.

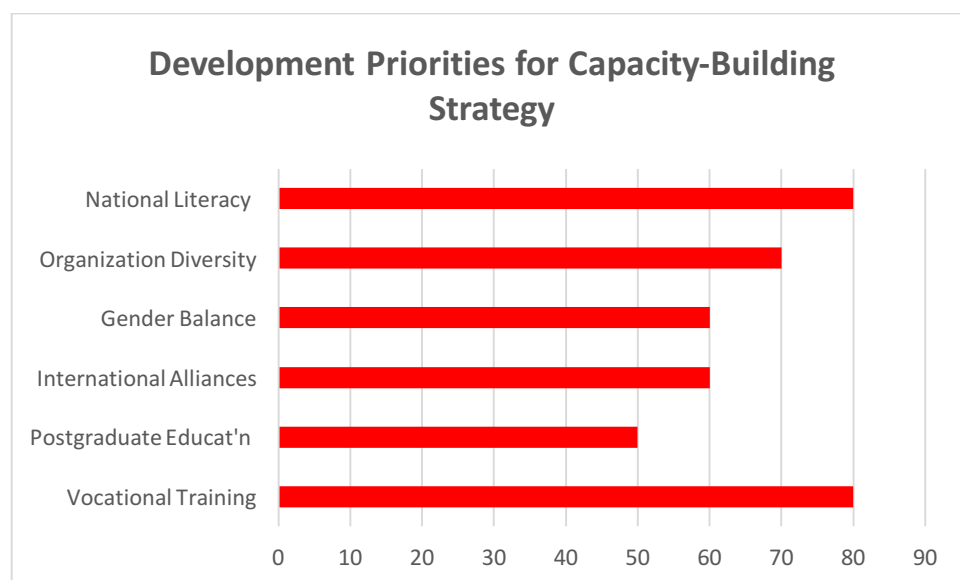


Figure 4-21 Development Priorities for Capacity-Building Strategy

Source: Researcher

#### 4.3.13 Extent of Government Collaboration

With respect to developing human and administrative capacities in an organization, the interviews indicated that 90% of organizations and institutions participating have interacted very much with the government, whereas 10% collaborated regularly with the government as presented in Figure 4-22. According to key informants, collaboration with the government demonstrated institutional life, organizational vibrancy, and developed consistency and alignment among agencies in pursuance of QNV 2030. Collaboration with government indicates trends of emerging new politics toward openness, liberality, citizen focus, and intergenerational equity consciousness, all of which are beneficial for the economy and for the evolving national interest in embracing globalization.

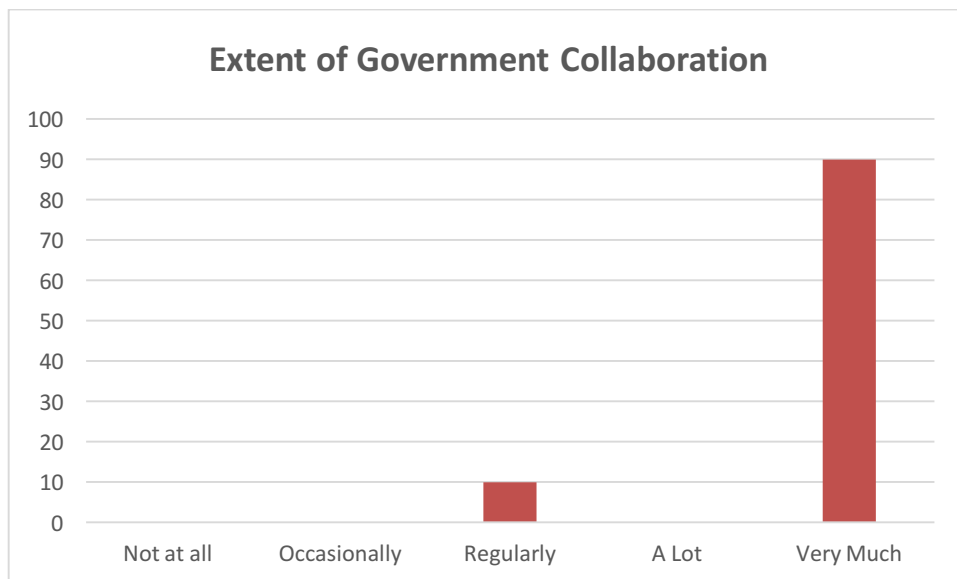


Figure 04-22 Extent of Government Collaboration4.3.14 Extent of Private Sector Collaboration

Source: Researcher

In terms of private sector collaboration to develop human and administrative capacities, Figure 4-23 shows that 70% of organizations participating adopt interaction with other organizations on a frequent basis, while 30% interact on regular basis. Key informants averred that they interacted with other organizations pursuant to a collaborative business conduct and as a practice of good corporate citizenship. Key informants acknowledged collaboration as the best way to stay connected, updated, and aligned with reality. Moreover, it is perceived that a strategy of combined public and private sector interaction broadens individual and institutional perspective, while building pathways to globalization and hastening knowledge-building and sharing.

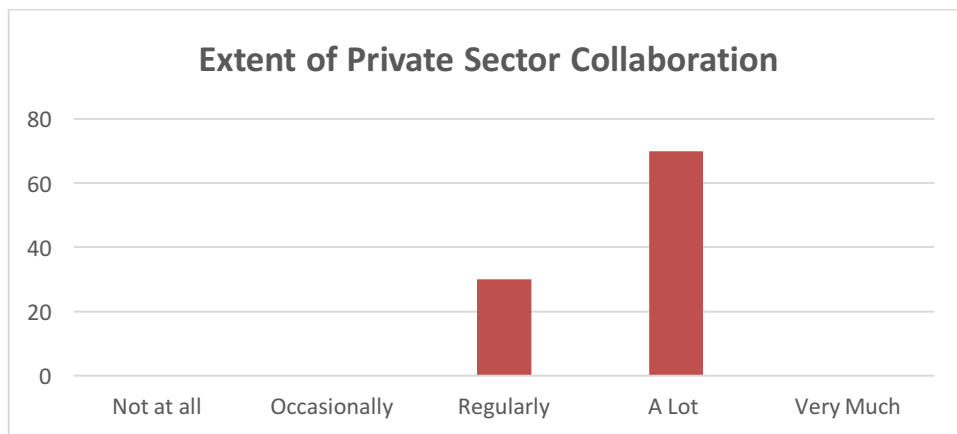


Figure 04-23 Extent of Private Sector Collaboration

Source: Researcher

#### 4.3.15 Greater Contribution to Capacity-Building

When asked which makes more meaningful contribution to capacity-building – government’s or private sector’s collaboration -- all interviewees (100%) believed government sector collaboration is more contributory to capacity-building as presented in Figure 4-24. A possible explanation refers to the government’s possession of a long and directive arm to effect strategic change, which fundamentally draws empowerment from government benevolence, magnanimity, and gratuitous provisions, major inherent qualities believed hard to be found in the corridors of a private businessman’s mind.

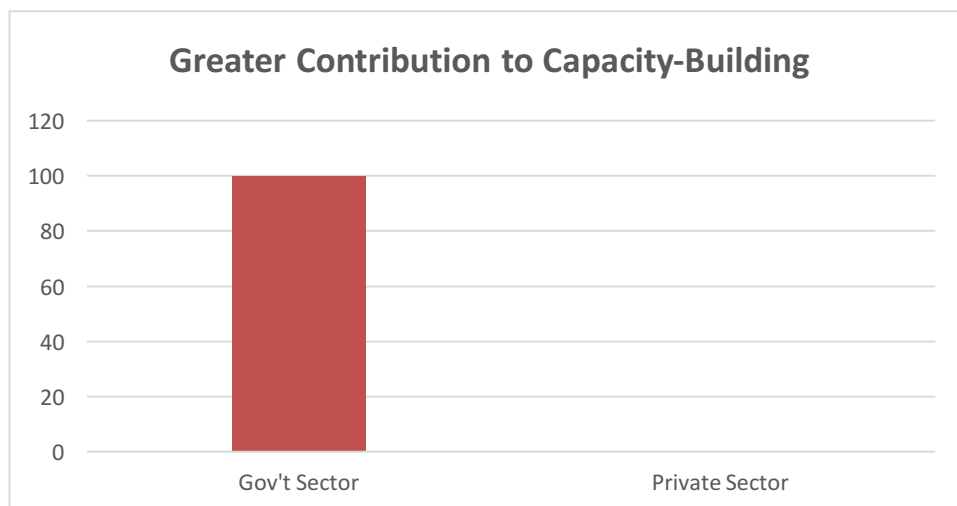


Figure 04-24 Greater Contribution to Capacity-Building

Source: Researcher

#### 4.3.16 Government-Led or Business-Led Capacity-Building

All respondents (100%) believed that government should lead capacity-building and not the business sector as shown in Figure 4-25. The major arguments for a government-led capacity-building strategy included: First, and as repeated throughout the analysis, only the government has the capacity, resources, and political will to assume enormous risks and undertake massive change program of incalculable dimension; Second, Capacity-building is a government expertise; Third, capacity building is a non-profit (government) over a profit (business sector) concern, where the latter can play a supportive role only; Fourth, the central role of government in capacity-building is enshrined in Qatar's political framework of constitutional monarchy; and Last, the government is the best agency to address preconditions to economic growth and expanded international partnerships for continued economic development.

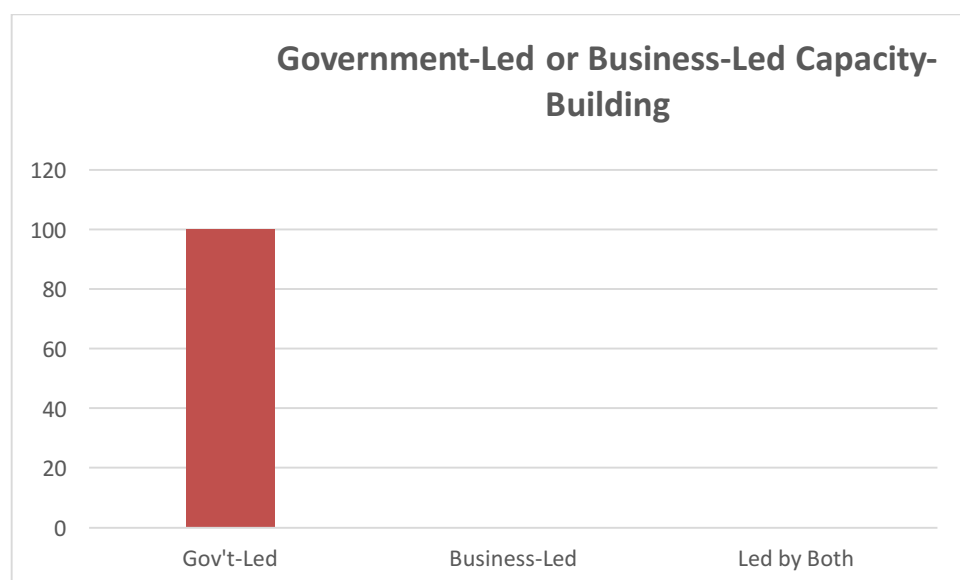


Figure 4-25 Government-Led or Business-Led Capacity-Building

Source: Researcher

#### 4.3.17 Success Potential of QNV-2030 Development Pillars

The researcher believes in a 100% success potential for each development pillar under the QNV 2030, as 70% of interviewees stating that every pillar has been consistently progressing from its start-up condition, while 30% averring that success potential is high to very significant as shown in Figure 4-26. The compelling statements made on this assessment included several explanation as such: Ideally, the situation should be a synchronized success



trajectory anchored by human development, although it appears that economic diversification under the economic development pillar has the edge; Goals, policies, funding, and actions have been initiated, it is just a case of dedicated follow-through by development stakeholders; Foreign direct investments (FDIs) are vital and should be attracted to flow in; and Expatriate participation is important as it has significantly mitigated the serious lack of human capital base.

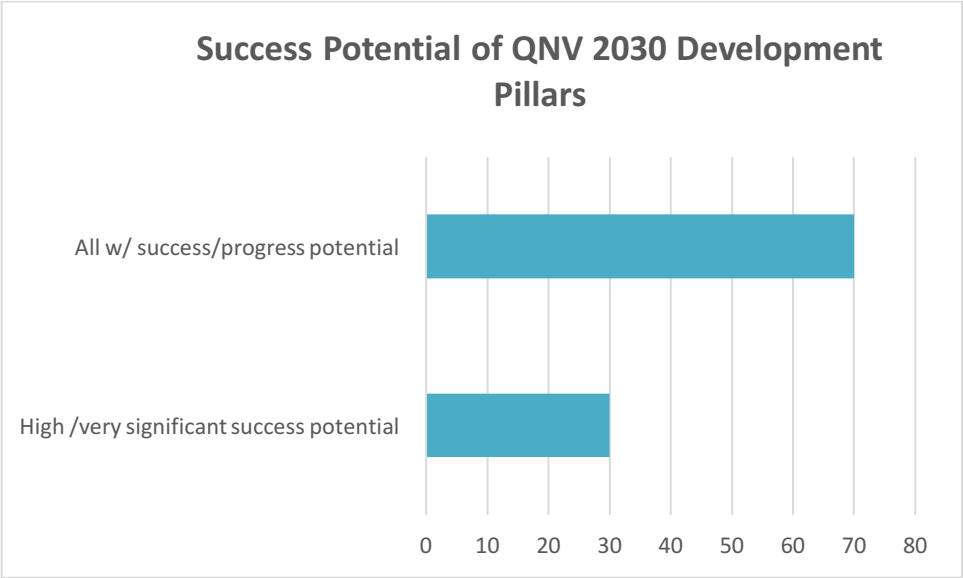


Figure 04-26 Success Potential of QNV-2030 Development Pillars

Source: Researcher

**4.3.18 Objectives for building Human and Administrative Capacity**

The top three objectives for building human and administrative capacity over the long-term, as derived from the in-depth interview responses, are indicated and ranked under Table 4-3 below:

Table 04-3 Top Human and Administrative Capacity Objectives

<b>Human and Administrative Capacity Objectives</b>	<b>% of Responses</b>
Strengthen education system w/ vocational courses	27
Expand strategic alliances and partnership	17
Engaged expanded Qatari scholars to actual work	17
Intensify development of non-oil-based industries	13
Streamline monitoring and evaluation system	13
Close the gap: human capital need and availability	7
Improve institutional capacity for predictable outcome	3
Communicate progress/celebrate w/stakeholders	3
Total	100

Source: Researcher

When probing about their specific choices, the interviewees considered that technical courses should be included in the education curricula and more experts' assistance should be solicited to correct issues and accelerate change like the public-private partnerships (PPPs) South Korea used. Furthermore, the actual immersion of Qataris in local job opportunities is needed to speed up capacity-building, especially that current human and institutional competence help secure intergenerational heritage. Finally, FDIs should be involved in capacity-building to shape national readiness for facing future challenges.



Figure 04-27 Objectives for building Human and Administrative Capacity

Source: Researcher

#### 4.3.19 Recommendations to Accelerate Economic Diversification

As shown in Table 4-4 below, key informants recommended several ways that can be implemented to hasten economic diversification:

As shown in the foregoing summary, four recommendations emerged as top responses: the first one is to attract new foreign direct investments (FDIs) and new industries (80% of total respondents); the second one is to restructure/enrich educational/learning system (70% of total respondents); the third one is to strengthen human and administrative capacity, which is linked in one way or another to institutionalizing the monitoring and evaluation system (with each recommendation earning the approval of 60% of total respondents).

Table 04-4 Recommendations to Accelerate Economic Diversification

Rank	Recommendations on Economic Diversification	% of Interviewees
1	Attract new foreign direct investments/new industries	80
2	Restructure/enrich educational / learning system	70
3	Strengthen human and administrative capacity	60
3	Institutionalize monitoring and evaluation system	60
4	Expand use of expert assistance for strategies	50
4	Strengthen institutions/enact investment-friendly laws	50
4	Expand strategic alliances and partnerships	50
5	Increase employment of qualified Qatari workers	40
5	Continue government commitment to Vision 2030	40
5	Extend incentives/tax holidays to foreign investors	40
6	Adopt new technologies, concepts, and practices	20
6	Rationalize capital spending for new/pilot industries	20
7	Communicate to the world what Qatar does	10
7	Embrace globalization and its new knowledge	10

Source: Researcher

In the fourth order of importance, expanding the use of experts' assistance, strengthening institutions and investment-friendly laws, and expanding strategic alliances and partnerships (i.e. public-private partnerships) account to the last three recommendations considered important by 50% of total respondents for each one as noted in Figure 4-28.

Some notable points were raised during this part of the interview and deserve highlighting them in the body of analysis: limited national spending during low revenue regime builds national liquidity and surplus; government behavior of being receptive to change is a new politics good for peace, growth and economic diversification; there is no substitute for a country rich in vision, cash, and commitment to the future; and current problems must be addressed by solutions with short and mid-term effectiveness, with the time lag between public need and actual delivery of public value being significantly reduced.

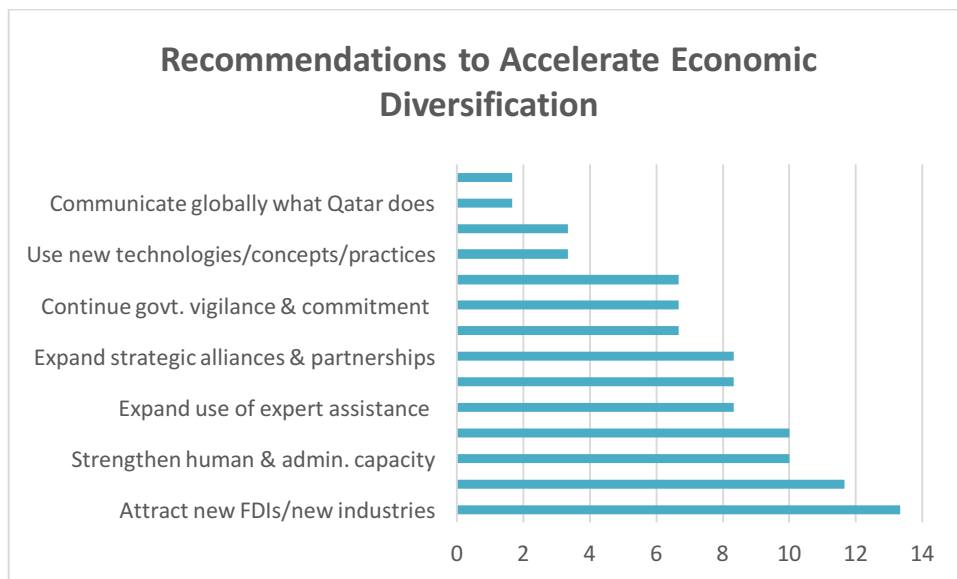


Figure 04-28 Recommendations to Accelerate Economic Diversification

Source: Researcher

#### 4.4 Summary of In-depth Interview Results

Results of the in-depth interviews posed significant implications germane to the research aim and objectives, and revealed substantial findings on: the most important barriers to QNV-2030 success; the implementation progress of the development pillars; the key informants' credible testimonies and unanimity on the central importance of human development; the high level of familiarity and high level of strategy adoption of human and administrative capacity strategies; the optimal build-up of advantages from human and administrative strategy adoption; the high priority development areas for QNV 2030; the high degree of government and private sector collaboration; the level of significant success potential of each development pillar; and, the definition of combined strategies and tactical objectives for QNV 2030.

Incrementally, the unanimous confirmation by key informants of the very significant impact of the QNV-2030 on the transformation of Qatar illustrated the parallel significance of human and administrative capacity on the success of QNV-2030 as a transformational strategy. The high level of knowledge among interviews' participants regarding QNV-2030 suggested that delivered responses to the interview questions could be relied upon as indicative and competent accounts of the context, circumstances, progress, and potential of the QNV-2030 –

as 90% of the interview respondents were key informants with solid professional and management credentials fortified by current policymaking engagements.

One of the most important contributions of the in-depth interviews to the overall value of the research relates to the identification of ten major development themes summarized as: the high concepts of strategic readiness, national liquidity, intergenerational equity, dynamics of change, social overhead capital, education as a strategy, role of government in economic transition, population imbalance, transformational leadership, and organizational trust.

#### **4.4.1 Key In-depth Interview Findings**

Based on coded responses, the in-depth interviews highlighted the basic problem of Qatar, which is a critically weak human and administrative capacity that threatens the sustainability and success of QNV 2030. The essential findings of the research practice indicated the following:

##### **4.4.1.1 Importance of Human Development**

Human resource development represents a strategic investment in education's infrastructure, which is vitally needed for building administrative capacity as the nexus of strategic development: a duality drawing strength from consistent human capital formation, defining exactly what Qatar requires in order to succeed. Human development is generally adjudged to be the most important pillar sustaining the stability of other Vision 2030 development pillars.

##### **4.4.1.2 Major Capacity-Building Strategies**

As revealed by the in-depth interviews, the top four development areas for capacity-building strategies are: vocational training and technical courses; postgraduate education; international alliances, and gender balance. These development areas showed linkages to the top four groups of objectives for human and administrative capacity-building, which are: strengthening Qatar's educational system; expanding strategic alliances and engaging Qatari scholars in actual work placement; developing non-oil industries and streamlining monitoring and evaluation (MandE); and closing the gap between human capital need and availability.

#### **4.4.1.3 Priorities for Economic Diversification**

Except for the suggestion on attracting new foreign direct investments (FDIs), the four development areas and the top four groups of objectives for capacity-building generally converged with the findings on what should be done to accelerate economic diversification, summarized as: attracting new foreign direct investments (FDIs), restructuring and enhancing the educational and learning system, strengthening human and administrative capacity, and institutionalizing the monitoring and evaluation system.

#### **4.4.1.4 Value of Integrated Strategy Use**

Among QNV 2030 - engaged organizations, the use of integrated human and administrative capacity strategy charted on average 64%, with organizations' participants in in-depth interviews registering 70% and those in online survey 58%. Companies that used combined human and administrative capacity strategies or any of the two strategies reported significant operational advantages.

#### **4.4.1.5 Degree of Public and Private Sector Collaboration**

Government and private sector collaboration indexes, based on the total responses among QNV 2030-engaged online survey and in-depth interviews' participants, failed to comply with 100% collaborative transformation stance. The findings indicated that 84% of participating organizations collaborated with the government while 16% did not; and 89% collaborated with the private sector while 11% did not. In-depth interviews-represented organizations, nonetheless, registered 100% overall collaboration.

#### **4.4.2 Key Development Themes from In-depth Interviews**

Based on the ten development themes derived and coded from the responses and comments of key informants from the in-depth interviews, and apart from strategic readiness which is discussed separately in another part of this research, this section discusses nine prescriptive development concepts that lend great value to raising Qatar's low level of strategic readiness. These concepts pertain to: generating income, surplus and liquidity; expanding social overhead capital; securing intergenerational equity; managing dynamics of change; leveraging government role; correcting the population imbalance; promoting education as transformation

strategy; exercising transformational leadership nationally; and maximizing organizational trust.

#### **4.4.2.1 Generating Income, Surplus, and Liquidity**

Key informants in the in-depth interviews unequivocally expressed the necessity of protecting national liquidity when asked about: the most important barriers to the success of QNV-2030; and what can be done to accelerate economic diversification. For the first question, and due to the lack of alternative revenue sources of an oil-dependent, non-diversified economy, it was stressed that Qatar must strive to protect its national liquidity (with the term liquidity being interchangeably associated with national wealth or aggregated economic surplus) as it affects Qatar's economic future. For the second question, and in relation to recommending attracting new FDIs, rationalizing capital spending, and attracting strategic alliances and partnerships, key informants argued that limited national spending must be resorted to, when income levels are low for the sake of generating surplus and liquidity, and, that there is no substitute for a country rich in vision, cash, and commitment to the future, with cash being perceived as a development antecedent for strategic transition.

In the same perspective taken by key informants of the in-depth interviews, the issue of economic surplus or national liquidity was similarly highlighted in the Literature Review under Subsections 2.9.1 and 2.9.4. The government of Qatar evidently recognizes the country needs to effectively administer both the revenues' and expenses' sides of the fiscal agenda because its national income-generation platform is largely dependent on oil revenues. This recognition of facts suggests that the Qatari government is receptive to a more circumspect look and balancing approach into Qatar's financials. This fiscal behavior is an insurance measure against prolonged oil price slump that deflates oil revenues and national income, and a judicious act to generate economic surplus despite ongoing heavy capital spending. Another equally important concern of the Government of Qatar is that a national performance creating economic surplus promotes intergenerational equality.

The general appreciation for the positive strategic implication of economic surplus dramatizes and gives evidentiary value to the importance of vigilant and correct financial management, whether it involves public or private governance. In the private or business sector, surplus generally means the net profit generated from the revenues after deducting operating expenses and other provisions. This profit either goes to the owners in the form of profit shares or



dividends, or returns to the business to be ploughed back to fund capital projects, expansion, new products, acquisitions, or other current and strategic needs; alternatively, the profit can satisfy both financial needs of the owners, and the business under a predetermined sharing scheme. On the other hand, liquidity in the private sector means the extent to which an organization possesses cash and liquid assets to fund the short-term needs of the business. A liquid organization has adequate cash and quickly cash-convertible assets, while a non-liquid company has a lack or absence of cash and quickly cash-convertible assets to fund short-term operations. Regardless of the size of the organization, a liquidity crisis can critically cripple or lead to the actual business demise of the non-liquid organization, because it indicates that the non-liquid business has been stripped of financial resources to address immediate business survival threats, although borrowings can be resorted to. Hence, economic surplus and liquidity, while they may be technically different, both relate to being financial residual items sustaining the current and strategic health of the business. Upon failure to generate profits or cash flows, the business ceases to have a basis for existence.

In the public sector, economic surplus means the difference between the total value of the output of an economy and the cost of producing that economic output over a particular period of time, usually on an annual basis. This economic surplus serves as an economic buffer and through time, as is the case with Qatar, can build up and constitute massive financial reserve that can be used to defray the cost of vital infrastructure, investment projects, and other productive activities intended to accelerate economic expansion and transition. Applying fundamental accounting principles, economic surplus can be expanded through the exercise of disciplined fiscal policy that: grows revenues at values and rates higher than expenditures; or maintains constant revenues, but decreases expenses below revenue levels; or decreases revenues and expenses, but with expenditures dropping at values and rates higher than revenues slides. In all three possible scenarios in fiscal management and public finance, the results converge to net positive inflows affording the luxury of having excess development funds in the national treasury.

Following the basic economic concepts, on the income-generation part of the fiscal agenda, the potential dimension of national income (i.e. national prosperity) depends on several factors that need to be closely examined as a guiding development thought, especially in

analyzing the transition potential of a fast-growing economy like Qatar. These strategic drivers of national income include: *the availability of natural resources*, which can be exploited to create streams of recurring revenues like the oil and gas reserves of Qatar; *the availability of social overhead capital*, which Qatar has to continue investing in to support economic expansion and transition; *the availability of factors of production* like land, labor, and capital, which Qatar possesses, although labor is 94% foreign-supplied; *the availability of advanced technology*, which Qatar adopts at low absorption rates and needs to be refocused and improved for expanded productive use; *the quality and efficiency of transportation and communication system*, which Qatar is now beginning to broaden and modernize although far from total completion; *the presence of political leadership and stability*, which Qatar possesses, and is a key factor in the ongoing strategic change initiative; *the adequacy of raw materials*, which Qatar significantly lacks, as many goods are imported due to the lack of sufficient manufacturing base; *the availability of high quality human resources* with competitive technical competency, experience, and skills, which Qatar seriously lacks, to the extent that it continues to be the major stumbling block in the country's strategic agenda; had it not been for the services of foreign workers, this omission could have frozen Qatar on its QNV-2030 initiative because of weak administrative capacity induced by the shortage in man capital; *the extent of entrepreneurial ability*, which Qatar minimally possesses due to large mass of uneducated citizens who prefer to work in the government instead of competing in the private sector or productively engaging in small businesses as owners or entrepreneurs; *the availability of investible capital*, which Qatar has access to, in a massive magnitude as one of the wealthiest countries in the world; *the intensity of organizational trust*, which Qatar distinctly enjoys as people see the government an economic provider, supporter, partner, and savior; and *the extent of labor specialization*, which Qatar currently does not have, because of weak human capital and administrative capacity, unnecessarily causing Qataris to be marginalized by the foreign workforce in expert, and professional services and unskilled jobs.

In summarizing how the twelve strategic drivers impact the national income-generation machinery of Qatar, it is evident that only six factors are significantly contributory to expanding Qatar's national prosperity, and these are: availability of natural resources; social overhead capital; factors of production; investible capital; political leadership and stability; and intensity of organizational trust. Out of these six largest contributors to the generation of

national income, natural resources (i.e. oil and gas) represent an indispensable role for funding and making possible the contribution of all of the other five (strategic drivers. Oil has triggered the inception and continued growth of Qatar as a progressive nation; however, it is also oil that can cause Qatar's potential degeneration, if the oil price slump continues indefinitely, and Qatar's fails to develop and grow alternative industries to secure its future. It is on this note that Qatar must achieve the perfection of how income, surplus, and liquidity can be produced through the skillful and informed interplay of oil and non-oil revenue generation and disciplined fiscal spending. Economic surplus provides the means and opportunities for Qatar to establish broader framework for economic diversification, labor mobilization, entrepreneurship, and many other productive activities – in other words, the surplus funds enable building the strategic infrastructure, or the social overhead capital supporting economic expansion.

#### **4.4.2.2 Developing Social Overhead Capital Strategy**

The necessity of expanding Qatar's social overhead capital (SOC) to support sustainable economic growth and transition was raised by key informants in the in-depth interviews. Responding to the question of QNV-2030 significance to Qatar, participants perceived QNV-2030 as a great strategy for social overhead expansion, supporting transition. When asked about which agency the respondent believes should lead the capacity-building strategies (the government or private sector or both), an informative thought evolved on the basis that only the government has the money to build the necessary infrastructure for economic success. It was also stressed that Qatar should build additional public infrastructure nationwide.

In connection with the discussion on administrative capacity and human development, the research expressed early, in the Introduction Chapter, the necessity for developing SOC, citing the KPMG's (2014) representation on the magnified application of PPPs as an important fulcrum of SOC expansion. The Literature Review, especially in Subsection 2.2.3, highlighted the importance of social overhead capital expansion on a subject referring to the transitional dimensions in knowledge economy where the epic transformation of South Korea happened with heavy investments in infrastructure, including robust technology backbone. The Literature Review also cited the expansion of social overhead capital as a fundamental rationale of QNV-2030 to create greater economic impact.

The convergence of development thoughts from the in-depth interviews and Literature Review mirrors the significance of social overhead capital in charting economic growth, especially for countries, like Qatar, trying to remarkably rise while they reside in the “preconditions for take-off” (Smith, 2015) stage of economic growth ladder. In this stage of economic expansion, the country seeking transition to the next level, which is the take-off stage, should undertake extensive investments in improving and expanding the physical environment to support increased productive activity (Smith, 2015).

Social overhead capital implies capital goods or strategic infrastructure extensively deployed to support the production of goods and services, whether directly or indirectly. Social overhead capital includes: *economic overhead capital* which refers to public utility infrastructure and may consist of roads, highways, ports, bridges, power lines, communication networks, water supply facilities, buildings, and other infrastructure mix that can enhance the productive capacity of the economy; and *strictly social overhead capital* which encompasses infrastructure such as buildings, plant, machinery, and equipment for the development and expansion requirements of public housing, education, and healthcare (Ncube and Lufumpa, 2017). SOC accelerates the production cycle and helps building an expansive economy where entrepreneurs can rely on, while conducting and growing businesses with strong confidence and optimism, thus fueling capital formation and enlarging aggregate demand. Also, SOC creates external economies, reduces private production costs, and lessens capital-output ratio, which represents an index of the amount of units of capital required to produce a particular level of output; in other words, a high capital-output ratio signifies that a substantial amount of capital is needed to fund production as economic growth heightens. In any SOC expansion, the government plays the role of a central provider and promoter as it pumps in fiscal, monetary, and other state-sponsored incentives and perks to the private sector, which can cover the development of priority regions and marginalized areas.

The adaptation of expanded SOC to propel national growth and transformation is not a new paradigm in development economics. Many countries that transitioned from the “traditional society” stage of economic growth to “preconditions for take-off” stage, or from the “preconditions for take-off” stage to the “take-off” stage, or even matured economies seeking incremental growth and prosperity, have been iconic achievers in SOC roll-out and expansion. Based on KPMG studies (2007; 2014) and other widely published common information, as

one of the early proponents in Asia of expanded SOC using PPPs, Singapore initiated its SOC program with water treatment plants, educational facilities, and student housing projects. Similarly, part of the United Kingdom's SOC platform involved the revitalization of the UK's public infrastructure and the provision of public services; also, Australia's SOC covered social infrastructure projects involving health, housing, transport, defense, police, and law enforcement facilities. Other contemporary SOC projects worldwide that illuminate in public value includes: the \$5.25 billion *upgrading of the engineering marvel*, Panama Canal, to accommodate more giant container ships in furtherance of global commerce; the *new international airport of Beijing*, China, deemed to be one of the biggest and busiest airports in the world which was conceived and designed to address the rapid expansion of air travel and the explosive growth of China's economy; the \$11 billion *Etihad Rail Network of United Arab Emirates*, a freight and passenger transport project that stretches a 1,200 kilometer rail network system from the tip of Saudi Arabia in the west to the frontiers of Oman in the east; the \$2.1 billion *Hyderabad Metro* in India, a project involving the construction of a 72-kilometer elevated mass transit system that will provide daily transport convenience to no less than 1.7 million people in southern India; the \$25 billion *LAPSSET Project*, a joint construction undertaken by the governments of Kenya, Ethiopia, and Sudan for oil refinery, pipelines from South Sudan, transportation hubs for rail, road and air vehicles, and a giant port for oil tankers; the \$950 million *NITC Bridge* in the USA, a project that connects Windsor, Ontario (Canada) and Detroit, Michigan (USA) which, while not being a very expensive SOC project, impels immense impact on the improvement of trade between the two countries as the NITC expands commerce capacity, eases traffic bottlenecks, and creates increased business opportunities through modern border crossing. These projects underscore the reality that SOC is a long-running paradigm in development economics, influencing every aspirant in the demanding field of economic transformation, regardless of the economic status of the aspirant as will be further elaborated in the following paragraphs.

As the KPMG (2014) study indicates, SOC or strategic infrastructure creates favorable and lasting economic value, impact, and multiplier effect that most countries seek to capitalize on and obtain financing for, as a matter of strategic interest and opportunity. The study cited numerous showcase projects classified based on four market categories:

*Mature International Markets*, which are active international economies strongly receptive to different private investment opportunities in infrastructure; under this category, some of the key SOC projects identified included: Westmill Solar Park and Northern Line Extension of the UK; Energy East Pipeline Project and Eglinton Cross town Light Rail Transit of Canada; and Southern Sea Water Desalination Plant Project and Perth Wave Energy Project of Australia;

*Emerging Markets*, which constitute a group of newer markets seeking to boost local conditions in order to attract private investment in infrastructure; under this category, the key projects included: New Silk Road of Kazakhstan; Temporary Wastewater Facility of Haiti; Buenos Aires Bus Rapid Transit Corridors of Argentina; Kudu Gas Field and CCGT Project of Namibia; Dialysis Centers of Bangladesh; and Los Cocos and Quilvio Cabrera Wind Farms of Dominican Republic;

*Smaller Established Markets*, which are robust and responsive domestic markets predisposed to private investment in infrastructure; under this category, some of the key projects included: Amager Bakke Incinerator of Denmark; Stockholm Metro Expansion of Sweden; Mayan Heritage Museum of Mexico; Chaglla Hydroelectric Power Plant of Peru; Intelligent Transport System of Singapore; Yokohama Smart City of Japan; Jakarta Mass Rapid Transit of Indonesia; and Orbital Highway Project of Qatar; and,

*Economic Powerhouses*, which are global economic players gradually opening doors to private finance in infrastructure; under this category, the major projects are: New York City Resiliency Plan and Solana Power Station of the USA; Morar Carioca Sustainable Community Program and São Francisco River Irrigation Project of Brazil; Mundra Ultra Mega Power Plant and Interceptor Sewage System of India; and Jiuquan Wind Power Base and Yangshan Deep Water Port of China.

The researcher decided to include in this study a long list of SOC projects for the purpose of addressing the following objectives: highlighting the broad span of strategic infrastructure projects supporting economic expansion in many parts of the globe; emphasizing the fact that SOC is an economically enabling strategy common to all countries, regardless of the country's position in the stages of economic growth; indicating that the choice of which SOC investment should be pursued is shaped by the foreseeable potential of a project to generate sustainable value, impact, and multiplier effect on the economy; bulleting the point that

although the cost magnitude of an SOC project is usually billions of dollars for maximized coverage and impact, the actual financial dimension can be below a billion dollars, but the calculated benefit to the economy is many times over, from a mid-term or a long-term perspective; resonating the thought that sustainable economic vitality and improvement of quality of life is central to national infrastructure development policy; stressing the reality that a country can engage in multiple projects simultaneously at any given time, especially when projects are linked on an integral sense; and conveying the idea that many ways exist to fund and mobilize projects, which include the FDI and PPP channels apart from direct funding of actionable governments. Following these considerations, Qatar must essentially adopt a central SOC strategy in order to enhance the value, impact, and multiplier effect of its infrastructure, to the extent that it will attract foreign investments, develop external economies, heighten productive efficiency, strengthen industries, create jobs, address population imbalance dysfunctions, excite people and global attention, and expand national income.

#### **4.4.2.3 Factoring in Intergenerational Equity**

One development theme that emerged in the in-depth interviews and Literature Review (Subsections 2.9.3.7 and 2.9.5) was the high concept of intergenerational equity, which, as earlier defined, relates to the resources and assets that are not owned by any generation, but should be administered, protected, preserved, and renewed for the benefit of all future generations. Key informants in the in-depth interviews perceived Vision 2030 as a strategy that delivers trans-generational values and secures national wealth and liquidity which is vital to the economic future -- lack of financial surplus being associated with liquidity, and economic future being linked with available national wealth that can be shared by future generations. Key informants appraised the emerging new orientation of Qatar government toward embracing a more citizen-focused and inter-generationally conscious, suggesting that current efforts to improve human and administrative competence help secure intergenerational heritage.

The Introduction chapter of the research also touched on the intergenerational equity issue, in conjunction with the risk of Qatar's economy being bedeviled by the oil price slump and deprived of the capacity to create, administer, and preserve intergenerational equity. The Literature Review cited Weiss' (1992) study in providing the contextual definition of the

concept. In relation to the strategic environmental thrust of Qatar, the Literature Review cited the Government of Qatar and Qatar Foundation as a representation of the two agencies urging Qatar's development action to encapsulate the protection of environment and the promotion of intergenerational equity or, in other words, the legacy for future generations.

The multi-stakeholder embrace of intergenerational equity, as discussed in the in-depth interviews and the Literature Review, underlines the value of this concept in development economics purporting to be an indispensable goal reinforced by theoretical premiums. Studies indicate that intergenerational equity has profound basis in international law, as enshrined in many human rights covenants and conventions -- the United Nations Charter, the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the Convention on the Prevention and Punishment of the Crime of Genocide, the American Declaration on the Rights and Duties of Man, the Declaration on the Elimination of Discrimination against Women, and the Declaration on the Rights of the Child – upholding the dignity of people and the equality of human rights in time and space.

Exploring further the embodiment of Weiss' (1992) study, three principles define the rationale for intergenerational equity: *Conservation of Options*, which postulates that each generation is duty-bound to conserve the diversity of natural and cultural resources -- in a manner that does not unnecessarily obliterate the available choices of future generations in addressing issues and meeting values, including the right for the diversity similarly to that appropriated by earlier generations; *Conservation of Quality*, which provides that every generation is required to maintain the quality of the planet that will bequeathed to future generations in no inferior quality than the quality previously received: put differently, this concept refers to the entitlement of future generations for planetary quality in alignment with that enjoyed by earlier generations; and *Conservation of Access*, which propounds that every generation should benefit its members with equal rights of access to the heritage of past generations, and should conserve this access for the future generations to delight and share.

In consideration of these principles, the researcher espouses the adoption of the paradigm of “sustainable accountability” as a basis for the fundamental framework that provides that:

Each generation should hold the planetary environment and all its assets and resources in trust for future generations, with the concomitant right as current beneficiaries to appropriate and enjoy in a totally responsible and caring manner what the planet has to offer, subject to the



controlling and operative consideration that the living generation be made to respect the rights of future generations in pursuit of sustainability across nations, societies, and cultures and in the exercise of a binding trans-generational partnership for the welfare and well-being of the human species.

Apart from the legal context, intergenerational equity has deep religious and cultural roots that is generally considered in the Islamic law that all humankind is considered to have received equally all the resources of life and nature; and for which equality, humans have religious obligation toward God while using, enjoying and preserving such resources. Humans have the right to use God-given resources, but that right carries attendant responsibility for careful usage so that the resources can be passed sensibly to future generations for similar use and satisfaction. Hence, the human race has the duty to exercise extraordinary vigilance in not abusing, misusing, or spoiling the planet's assets and resources (Ansari, Jamal, & Oseni, 2012). Every generation has the inherent right to appropriate and benefit from the planet's resources, but does not have any vested right for permanent ownership over these resources. In light of the relevant provisions of the Islamic law, intergenerational equity has a prime place in Qatar, which is exactly the reason why QNV-2030 invokes the high concept.

Arguably, from an observer perspective, the researcher deems that the promotion of intergenerational equity in Qatar tends to raise some enigmatic issues. Qatar has apparently been spending heavily to the magnitude of high multi-billion dollars and a fortune of a lifetime to build a new socio-economic regime of robust national wealth. The key question is: who are the beneficiaries of what Qatar has been investing in –people or the foreigners? On an immediate basis, the compelling answer points directly to the 280,000 citizens (12% of population), and indirectly to around 2.053 million foreigners (88%). Over the long-term, it is not unlikely that the direct beneficiaries will be the 10% of citizens and the indirect beneficiaries will be the 90% of foreigners. In a simple interpretation of the situation, in the absence of any clear-cut interpretation as to how Qatar will manage the growing population imbalance, Qatar will be charting a new economy, inclusive of its intergenerational equity, in favor of foreigners. For this reason, Qatar has to factor in intergenerational equity as a vital strategic consideration, in conjunction with a strategy that addresses the population imbalance, while optimizing intergenerational benefits for Qataris and foreigners. From the standpoint of national development and global positioning in the community of nations, Qatar appears to

have no other option than to adopt an inclusive socio-economic policy that broadens the beneficiary coverage of its intergenerational equity – in favor of Qataris and foreigners, with the latter as co-builders of the Qatari economy.

#### **4.4.2.4 Managing Dynamics of Change**

During the in-depth interviews, key informants elicited compelling views pertaining to the divergent dynamics of strategic change characterizing the present economic performance and strategic prospects of Qatar. Resonating “divergent time dynamics of change” and “lack of means to speed up human development” as barriers to QNV-2030 success, key informants in the in-depth interviews amplified their views averring that to really generate appreciable change, Qatar must achieve its development goals with high degree of usefulness, considering that change’s effect is long-term while globalization impact is immediate. Key informants expressed that collaboration contributes to managing the dynamics of change and creating pathways to globalization, which cradles cross-cutting issues on the dynamics of change. Upon accelerating economic diversification, two powerful comments, raised by key informants tending to accentuate the essence of managing the dynamics of change, were: *Dynamics of change* should allow current problems to be addressed by solutions with both short-term and mid-term effectiveness; and unless time lag between public need and actual delivery of value is cut down, *total change remains a long struggle*. In a clear interpretation of the results of the in-depth interviews, it is evident that the dynamics of change have critical meaning in the QNV-2030 performance as a national strategy for economic transformation.

In Qatar’s quest for major economic transformation, two strong competing forces impede the development roads of negotiation as it opposes the country’s weak internal strengths with formidable external issues. These divergent dynamics of change describe a situation where the resolution of Qatar’s major internal weaknesses (i.e. weak human and administrative capacity) involves a long-term duration, while the requirements and challenges of its external environment, including the imperatives of economic diversification, knowledge economy, and globalization, are immediate. The proximate cause aggravating the seriousness of Qatar’s major internal weaknesses points to inferior human capital quality as the core of all QNV-2030 development pillars, which Qatar expediently tackles with, through the importation of foreign workforce. Qatar has been making modest progress on the pursuit of QNV-2030 as substantiated by international agencies and Qatar’s own assessments and reports. However,

the speed and dimension of change, according to many observers, can be improved and the development timetable can be abbreviated. This accelerated development can actively happen, if Qatar can reduce the gap between the point of immediate need and the rendition of appropriate solution within the same short-term period, or at the most, within a mid-term window – a scenario that may be easier said than done.

As a significant spender in infrastructure, from a brighter economic development prediction, Qatar can deconstruct the dynamics of change enigma and translate it into an economic enabler, subject to the following conditions: Qatar's high capital spending stimulates economic growth faster and in greater dimension than the full impact of oil price slump; Qatar identifies and develops alternative industries that generate economic productivity ahead of and in greater dimension than the full impact of oil price slump; and Qatar succeeds in productively leveraging borrowing options, or in the use of its economic buffers in case the oil price slump assumes faster progression and greater financial dimension than any economic growth improvement or birth of alternative industries. While beyond the control of Qatar, other external possibilities that can mitigate the dynamics of change enigma include the following: Oil prices do not deteriorate in deeper dimension to cause significant fiscal deficits; and the oil price slump ceases, and oil prices revert to record high rates within the short-term. In taking advantage of emerging possibilities and strategic options to effectively manage the dynamics of change, Qatar needs talented people to act as strategic change champions who can confront and win over the divergent forces of change. While it is unfortunate that Qatar does not have much stock of human talents to undertake the crusading work, the immediate solution is what Qatar is good at – exploiting foreign expert and non-skilled services to effectively deflect the counterproductive impact of weak human capital and administrative capacity. Whether or not foreign experts can succeed in closing the gap between public need and actual delivery of value is an important question that can deconstruct the enigma. If foreign experts, in collaboration with Qatar's policymakers, succeed in reversing the dynamics of change toward earlier delivery of value, then even a modicum of success can be leveraged into greater accomplishments elsewhere in the QNV-2030 development regime.

#### **4.4.2.5 Leveraging Direct Government Role**

The role of strong political leadership and direct governmental involvement in successful national economic transformation stands as a historical, and a contemporary reality that cannot be discounted. This patriarchal and liberating hand of government in iconic economic transition emerged as a popular development topic shared, and addressed by many key informants in the in-depth interviews. Key informants in the in-depth interviews expressed meaningful government-related development manifestations encompassing the awareness of Qatar's limitations, and the people's dependence on the government for which the political regime undertakes numerous initiatives to address. Key informants also echoed general appreciation for the great governmental role, as the political regime demonstrates embracing a more citizen-focused and inter-generationally conscious, showing new compelling gestures of openness and liberality, apart from exercising consistency, strategic and operational alignment, and uniformity in agency behaviors, more particularly in communication. Key informants expressed the government's open access to development in globalization, an action that enriches human and administrative capacity. Views that epitomized the centrality of government in strategic economic change included definitive representations on the enormity of government resources and the context of government benevolence, magnanimity, and gratuitous provision, all of which being qualities perceived to be hard to find in the private sector. The government, unlike the private sector, wields the predisposition and the political will to use these resources to implement strategic change of incalculable dimension and enormous risks, and if necessary, do broad internal and external collaboration to achieve its ends.

Based on the representations of key informants, it is clear that the government of Qatar is a typecast and an overarching icon of economic emancipation for performing the role of planner, builder, provider, funder, problem-solver, purveyor of change, and future-maker. By closer analysis, the omnipresence and the big role of government in Qatar's intended economic transition actually resides in the country's political framework of constitutional monarchy. On extrapolation, this constitutional mandate has been benevolently exploited by the political leadership to adopt a new long-term view for Qatar, develop and implement relevant strategies, and undertake key actions addressing the country's limitations. There exists in Qatar a symbiotic relationship between the mandate of constitutional monarchy and

its actual exercise, which is defined by transformational leadership qualities that continue to build organizational trust and achieve modest success, despite limitations in administrative and human capacity.

In line with the mandate for the exercise of bureaucratic authority, it is imperative for the government of Qatar to demonstrate intense and continuing collaborative brand of governance, as conveyed and suggested by online and in-depth respondents, and in conjunction with similar representations by development scholars cited in the Literature Review. Collaboration should be a culture across governmental agencies and should encompass interactions with all key interest groups in the public and the private sectors -- from national to local levels, in the highest possible quality of interface, well-planned and well-defined, and in the context of a partnering paradigm with local and international institutions from the private sector. Without collaboration, even in the purest sense of bureaucratic authority, governance weakens if collaboration runs to the exclusion of some sectors. Under this situation, the role of government similarly weakens with respect to the implementation of the national strategy (e.g. QNV 2030) and supporting policies.

The heavy and directive hand of government in national development has a historically-rich application exemplified by the success stories of Singapore, South Korea, and China. These countries, operating on the dual platform of bureaucratic authority and transformational leadership, consistently abided by the fundamental prescriptions for a disciplined approach to sustainable strategic change, seeking improved human and administrative capacity, economic growth and diversification, and transition to the knowledge economy. The commonality of the success stories of Singapore, South Korea, and China shows all the three countries financially struggling at the point of making the decision to embrace strategic change. This commonality contrasts the present condition of Qatar. It should be noted Qatar now is so wealthy is able to “buy” all the factors needed for the success of its transformation. Even for the seemingly non-negotiable, non-commercial solution to the critical problem of weak human capital and weak administrative capacity, Qatar has successfully resorted to massive importation of foreign workforce to address the manpower requirements of rapid economic growth. What does it take then for Qatar to replicate the success stories of Singapore, South Korea, and China? Based on the success narratives of these countries, Qatar can strive to ensure that premiums on education, human capital, administrative capacity, all-sector transformational leadership,

political commitment, social overhead capital including technology infrastructure, strategic alliances and partnerships (e.g. FDI and PPPs), and economic surplus abound all the way from planning to strategy execution to the expansion of intergenerational equity.

#### **4.4.2.6 Correcting the Population Imbalance**

The population imbalance of Qatar constitutes a unique socio-economic phenomenon that poses two issues for Qatar to decisively address. With 88% of the population and 94% of the labor force being foreign workers, the foreign community is, no doubt, a veritable necessity that Qatar cannot afford to lose without crippling its economy. It is the foreign community that builds and sustains economic activity and growth in Qatar, considering the population of Qataris being too small and too unqualified to support the grand goals and strategic interests of Qatar. As the saying goes, remove the foreigners and Qatar crumbles. With the unfinished business of preparing for the 2022 FIFA World Cup and completing other development-related infrastructure, at least a million more foreigners are coming to Qatar to help complete the modern infrastructure landscape of the country (TheNewArab, 2016). The necessity, however, has also spawned serious socio-economic problems as the heavy influx of foreigners, who many have been in Qatar for more than 10 years, caused urban congestion, inadequacy of housing facilities, healthcare issues, labor relations problems, and other socio-economic and environmental issues tending to besmirch the high quality of life that Qatar has been trying to develop and promote as a distinctive mark. The massive importation of foreign workers was resorted to, without setting appropriate social support policy that should enable the smooth accommodation and transition of the foreign workers into Qatar, without disturbing Qatar's ecological integrity. Where necessity and socio-economic degeneration have to be balanced, at a time when Qatar has not even achieved full strategic readiness, the correction of the population imbalance must be part of the national transformation strategy. Unfortunately, QNV-2030 is silent on the correction of the population imbalance for the simple reason that the strategic agenda is for Qataris only and excludes any significant shared benefits for the foreign community. In reality, however, by circumstantial opportunity, foreigners stand to substantially benefit from the transition despite legislative or legal exclusion. The researcher sees the need to resolve the population imbalance in a manner that recognizes the positive productivity implication of imported labor at this low point of Qatar's human capital stock. The researcher also posits that corrective new policies should be

implemented to address the socio-economic ills, engendered by the seemingly loose labor importation policy. Based on Qatar's socio-economic peculiarities, the plurality of the foreign workforce can be expected to remain over the long-term, and for this reason, the socio-economic dysfunctions can be similarly anticipated to linger over the same duration, unless intermediate correction is undertaken.

The researcher envisions the value of implementing a tradition-breaking inclusive and rationalized immigration policy that can: create pathways for willing and deserving foreign experts and workers to become permanent residents or naturalized citizens of Qatar; adopt labor and compensation policy that provides parity for Qataris and permanent residents or naturalized citizens; enable foreigners with permanent legal residence in Qatar to productively engage in employment or entrepreneurship -- motivated, productive, and at peace in decent housing and living conditions; and create a favorable global image for Qatar as a center for human development and career enrichment.

While the researcher recognizes that such tradition-breaking policy may be difficult to justify and uphold in a society with exclusionary culture like Qatar, it is not an impossible political and social change. Many foreigners have been working in Qatar for at least 10 years because working contracts are periodically renewed as these workers' services continue to be needed. It is not uncommon in Qatar to see foreigners live with their families, give birth in Qatar (despite being on contractual working status), and intermarry with Qataris, thus, creating intercultural implications. This group consists of experts and blue-collar workers (skilled and non-skilled) whose economic productivity is proven to beef up the ranks of limited number of productive Qataris in the private sector. The inclusion of highly productive foreign workers to the Qatari mainstream gives added security to the long-term utility of these employees as permanent residents or citizens, and will minimize the unfair labor practices over them. Foreign workers in Qatar are known to be underpaid in comparison with their Qatari counterparts on high rates of inequity, apart from being deprived of the perks and benefits enjoyed by Qataris. While Qatar can be considered to be performing a humanistic and helpful policy by giving gainful economic opportunity to foreign workers, who are generally dispossessed of such opportunity in their home countries, from the standpoint of building for Qatar a much more productive, loyal, and motivated workforce, equitable employment terms

and compensation policy should be extended to deserving foreign workers at parity with Qataris on an “equal pay for equal work” provisioning mechanism.

The researcher takes cognizance of the fact that an inclusive immigration and naturalization policy is not a panacea to the existing and potential ills of marked population imbalance that inundates Qatar with foreign workers. This holds true if only a small fraction of the qualified skilled worker population of foreigners is actually absorbed, for which situation, the impact on the expansion of Qatar’s human capital base is minimal only. Be that as it may, the researcher maintains an inclusive social integration policy, that is accentuated by liberality in the country’s immigration and naturalization policy, and is ideal for the lean human capital stock of Qatar; after all, the growing incidence of intermarriages between a Qatari and a foreign spouse indicates that expanded absorption is more likely. The researcher’s view on a more relaxed immigration policy is not without basis as the developed economies like USA, Canada, Australia, and Italy have resorted to expand immigration policy at various points of their economic transitions. Qatar can do the same policy, breaking the tradition, and comfortably trekking the road for an economic transition with diversity and permanency in the human capital base.

#### **4.4.2.7 Promoting Education as a Transformation Strategy**

Qatar’s large population of uneducated citizens is a serious dysfunction resonating everywhere as the direct cause of the country’s weak human capital and feeble administrative capacity, the two major challenges threatening the success of QNV 2030. Apart from being well recognized by scholars cited throughout the Literature Review, the centrality of education in capacity-building for national transformation is similarly appreciated by online survey respondents and key informants in the in-depth interviews. Both groups considered education, together with the inclusion of vocational content and the prevalence of postgraduate education, as the top development area and the top capacity-building objective to focus on. In-depth interviews’ respondents viewed education as the second most important economic diversification measure to adopt. These research findings underscore a resounding prescription that education should always be at the forefront of Qatar’s development agenda, which strategic premium glows in most successful narratives of national transformation.

One iconic success narrative pertains to the Singapore model of using education as the fulcrum of transformation, a model which Qatar can consider to be guided by. Amplifying the



OECD (2010) study on the subject, the power of Singapore's education model comes from several basic strategic provisions such as: positioning education as the engine of human capital formation to trigger economic growth; government capacity to match supply and demand of education and skills, which proves to be a competitive advantage of Singapore; clear vision and strong belief that education is key to both individual and national success; persistent and directive political leadership; institutionalized alignment between policy and practice; teacher and leadership capacity development for implementing reforms at school level; high standards and assessments circumscribing performance and evaluation; and overarching culture of continuous improvement and strategic orientation. These basic provisions are encapsulated in the succinct words of then Singapore's Prime Minister Goh Chok Thong: "The wealth of a nation lies in its people" (OECD, 2010). The success narrative of Singapore on education epitomizes conscious and informed adaptability to embrace external factors, a flexible approach with strong historical indication, in the context of the following three-tier transition toward a continuously learning nation: The first phase of educational transition began with the Survival-driven Phase from 1959 to 1978, where the focal point of then Prime Minister Lee Kuan Yew was "to produce a good man and a useful citizen." Most of Singapore's two million people at that time were illiterate and unskilled, a pathetic situation that prompted the rapid building and expansion of primary and secondary education schools, such that by the end of the survival period, Singapore had set up a national system of public education. However, the quality of education was still low and progression to higher education was stunted by high dropout rates, while Singapore's comparative advantage on low skilled labor was crumbling in favor of the neighboring Asian countries, thus, creating the rationale for another transition. Singapore's second transition in education, called the Efficiency-driven Phase, ran from 1979 to 1996 on the main strategy of transitioning Singapore from a third-league, labor-intensive economy to a second-league, capital and skill-intensive country. To cut down dropout rate, improve the quality of educational outcome, and generate broad communities of technically-endowed workers, Singapore adopted a new system of education that provided multiple learning pathways made up of three alternative high school education formats: (a) academic type, which prepared students for college; (b) polytechnic type, which focused on advanced occupational and technical training, with option to college; and (c) technical institutes, which related to providing occupational and technical

training to the lowest fifths of students. This period saw the massive expansion of Singapore's educational system including the creation of the Institute for Technical Education (ITE) that greatly improved the image and attractiveness of vocational education. As the Asian financial crisis of 1997 brought to the fore the revealing trend that the world economy was shifting to the global knowledge economy, Singapore clearly needed a paradigm shift in its educational system. Singapore redirected its educational system's focus to innovation, creativity, and research, adopting a new vision of "Thinking Schools, Learning Nation." This new vision encompassed enormous changes, touching on teachers' incentives, project work, creative thinking, information and communication technology, self-directed and collaborative learning, and expanded subjects and courses. As a follow-through, in 2004, Singapore adopted a new vision on education dubbed as "Teach Less, Learn More," a new paradigm that was predicated on experiential learning, lifelong skills, inspired educational engagements, critical analysis skills building, differentiated teaching, character-building, intercultural competencies, and other teaching and learning enhancements.

In comparing Singapore to Qatar with respect to the challenge of educational reform, the researcher argues that Singapore's success evolved from much tighter socio-economic and cultural realities than what Qatar presently contends with. Singapore needed to educate most of its two million people at the inception of its national reform program, while Qatar's educational reform, in its current setting, should cover not more than 278,000 people, which is the country's entire population. In rough calculation, Qatar's educational reform target could be as just as 10% of what Singapore managed to overcome. When Singapore started its long journey to educational reform, the country had no asset to speak of except its deep-water port, no showcase industry, no visible economy, and no human and administrative capacity to leverage in, bringing education to higher levels of attainment and quality. Qatar is significantly in a much better shape to pursue national educational reforms and grapple with the challenges and countervailing forces that similarly confronted Singapore. Qatar has oil and natural gas as the banner industry from which to draw massive financial strength for educational reform; the country has access to a much larger family of new technologies, systems, concepts, and paradigms to depend on in accelerating change. Qatar has massive liquidity to defray the cost of educational reforms over the long-term, including the sustainable capacity to hire foreign experts over an indefinite period, to help address large-

scale education upgrade. The researcher maintains, in the light of this comparison, that there is no reason why Qatar cannot replicate what Singapore achieved in educational reform, if Qatar really aims for it. If Singapore was able to totally transform over a period of one generation only, it is not unlikely that Qatar can do it in less time. There are other inspiring stories that can be modeled upon, but the Singapore success narrative in education reverberates as a stable and superior model of vision, commitment, and leadership in modern educational transition.

#### **4.4.2.8 Exercising Transformational Leadership Nationally**

In the success narratives of national transformation discussed in the research, each story illuminated the prevalent role of transformational leadership at the helm of economic transition. As it has been shown, transformational leadership becomes more particularly important where a critical need for large-scale strategic change exists that the entire citizenry must function as a vital cog in the change process. Based on Hamel and Prahalad's (1994) treatise, transformational leadership describes the brand of organizational leadership with the vision, political will, and commitment to build human competencies and institutional capacity in the effort to achieve sustainable high performance and desired strategic change. Transformational leadership resides in a regime where the people believe, respect, and support the leader or leaders to the extent that people are willing to modify or change their attitudes and assumptions about the context and value of work. People become predisposed to think of and work in alignment with and in exercise of binding commitment to change initiatives championed by their leaders. Transformational leadership represents a convergent quality engendered by: admiration and respect (i.e. charisma); particular considerations for the people's needs; and stimulus or encouragement for the people to consider new ways of performance. As differentiated from a traditional leader who is focused on performance and results, a transformational leader is an overall capacity builder who sees greater importance in personal growth and understands the reality that growth and development germinate within people and among groups of people. A transformational leader cares and demonstrates a passion for aiding people to grow and succeed. Empirically, it has been proven that transformational leadership has significant positive relationship with organizational performance. Even in managing turbulent economic situations, transformational leaders have manifested the capacity to enrich human capital and knowledge creation in support of improved performance in organizations across all sectors of society (Munir et al., 2012).

Beyond the descriptive theoretical account, transformational leadership is best exemplified by the success narrative of Singapore. The successful transition was managed and led by Prime Minister Lee Kuan Yew, a strong bureaucratic authority with exceptional preference for: education and human capital formation as the main enabler of economic growth and strategic change; a non-compromising stance toward pure meritocracy in public sector governance; and an impeccable leadership rich in vision, strategic intent, behavioral integrity, and definitive action. The greater value of Lee Kuan Yew's presence in the development agenda of Singapore was in ensuring that the exercise of transformational leadership did not stop at the top. As a matter of national priority, Lee Kuan Yew saw that transformational leadership abounded at all levels of Singapore's bureaucracy. Lee Kuan Yew represented the iconic transformational leader who spearheaded the dramatic initial strategic change of Singapore in one generation only, giving the country the capacity, flexibility, and competency to successfully negotiate two successive incremental transitions toward a robust and diversified knowledge-based economy. Nonetheless, Singapore's impressive national performance could not have speedily and decisively happened, had Lee Kuan Yew not exercised the development-friendly act of democratizing knowledge creation and sharing and an all-level development of transformational leadership.

The discussion of transformational leadership in this section was prompted by the researcher's perception that what Singapore had shown in the purposeful practice of transformational leadership could shed the light on what Qatar may need to accelerate human capital formation and administrative capacity-building. The researcher maintains that Qatar's bureaucratic authority generally represents a transformational leadership based on Qatar's new political wisdom and foresight, administrative meritocracy, institutional commitment, and government action to think through the present realities and to design and implement the people-centric and future-driven Vision 2030. The thoughts and values that went into the creation of QNV-2030 may not be entirely original, but they were certainly pristine in executive aspiration –a dream for a people aspiring appreciable improvement in knowledge and competitiveness, and for that matter, quality of life. To distill all the abstract significance of development into an integrated charter for the future of an entire citizenry is a benevolent and strategic act that could only come from a transformational leadership mindset. Considering critical human and administrative capacity weaknesses and low strategic readiness of Qatar, it could have been

tempting to conclude that QNV 2030 is a displaced program in misalignment with what Qatar can do and achieve and a transition scheme fraught with implementation risks. Nonetheless, ongoing appraisals even by international agencies indicate a contrary situation -- Qatar is progressing although it may be still in the modest increments of positive results. The key points that the researcher aims to introduce is that Qatar has the potential to replicate what Singapore did, but on the same condition that transformational leadership be made to abound across all levels of the bureaucracy. The upside for Qatar is that the transformational leaders of Singapore had to educate then around two million people, through less sophisticated educational and learning tools, concepts, and practices; on the other hand, Qatar has only 280,000 people to educate under sophisticated, modern-day, educational and learning systems. Here, the proximate predictors of strategic change performance will be the speed of development and the degree of scatter of transformational leadership across Qatar. How effective Qatar can leverage the power of its bureaucratic authority to effect strategic change will be largely dependent on how Qatar's transformational leaders can be broadly empowered to steer Vision 2030, in a credible and an auspicious manner, that generates public commitment and support, and a new change perspective.

#### **4.4.2.9 Maximizing Organizational Trust**

From the foregoing discussions, apparently, the acid test of transformational leadership relates to whether or not in the organization prevails organizational trust, which concept can be defined as: "the organization's willingness, based on its culture and communication behaviors in relationships and transactions, to be appropriately vulnerable if it believes that another individual, group or organization is competent, open, and honest, concerned, reliable, and identified with common goals, norms and values" (Shockley-Zalabak, Ellis, and Cesaria, 2000, p.8). As Shockley-Zalabak, Ellis, and Cesaria (2000) contended, people will respect and support a leadership regime that demonstrates: competence (leaders and co-workers' capacity and effectiveness); honesty and openness (volume, correctness, and truth of information shared in the organization); real concern for people (manifestation of empathy, tolerant disposition, and safety); reliability (consistency, predictability, and dependability of actions; and sense of identity (shared goals, values, and beliefs). The authors stated these five factors generate organizational trust, which in turn, has been statistically proven by studies to have

significant relationship with perceived organizational effectiveness and work satisfaction. The authors also revealed that organizations operating at high levels of trust appropriate substantial benefits in terms of strong and adaptive organizational structures, capacity-enhancing strategic alliances and partnerships, accountable and responsive virtual teams, effective crisis management capacity, improved transaction efficiency, and lower incidence of litigation. As in the case of an organization, if governmental leadership fails to comply with the five dimensions of organizational trust, people cannot be expected to respect the controlling regime, support the government's programs, and rally behind its strategic intent and change agenda. As the leadership fails, the solitary mission to national transformation fluctuates in performance, and strategic change becomes even more elusive because organizational trust as an important social capital has been impaired by leadership failure. Where organizational trust fails to crop up, it is not unlikely that the change scenario becomes saddled with resistance to change, as people shun development proposition from the regime, freeze support for innovation, and the whole situation gets entwined with interpersonal conflicts. In this zero-trust regime, capacity-building suffers because of the low public sector participation and the high level of engagement avoidance, as people could not perceive alignment of their values, beliefs, and assumptions with what the government does and stands for.

From what has been established earlier on the presence of central transformational leadership in Qatar, and in light of the demonstrated reliance of Qataris on the government, it is reasonable to assume that transformational leadership can be expanded in reach and scope to maximize its potential change impact in the building of organizational trust. For instance, Qataris shun private employment because of their fear from underperformance due to lack of skills, knowledge, abilities, and experience. However, Qataris exude the strong preference and confidence in working for the government because they feel secured, protected, taken care of, and provided for, despite their intellectual or professional inadequacy. Qataris respect and trust the government, although this trust may still not be in the context and intensity of the organizational trust that builds nations. It can even be construed that Qataris' myopic overdependence on the government is the midst of serious lack of knowledge, capacity, discernment, and competitiveness on the part of a people long deprived of quality education. In whatever interpretation, though, the fact that Qataris see the government as an ally, a refuge

to run to, depicts a situation which Qatar's central leadership can capitalize on to create distinct values, intense organizational trust, and more binding terms of endearment.

For strategic usefulness, the transformational leadership of Qatar can embellish QNV-2030 with powerful communication premiums that empower people, down to the lowest echelons of society, with the knowledge and understanding of what QNV-2030 is all about, and what concrete benefits it brings for public interest. To accomplish this strategic mission and challenge, Qatar's transformational leadership presence must filter down, which means the central leadership has to fill and equip ministries, departments, regions, cities, municipalities, communities, and all other public institutions with change leaders, possessing winning qualities befitting an intended major economic transition. At each pivotal point, the central leadership must ensure that there is a competent, honest, transparent, sincere, reliable, collaborative, compassionate, and caring public servant leader who can genuinely champion strategic change, implement key action, and intensify public trust pursuant to the attainment of Qatar's transformation goals. This purposeful strategic action was what Singapore exactly did when it populated all levels of its national bureaucracy with transformational change champions. These champions were empowered and relied upon to evangelize, implement, manage, and control change strategies and actions, under a highly decentralized public sector management regime. The Singapore success scenario highlighted mutually-reinforcing trusts. The central leadership trusted the quality of competence and the intensity of motivation of the managerial change champions, who then believed in the change agenda and remained inspired by the fulfilling role reposed upon them -- to bring about change and deliver values to the doorstep of every Singaporean household. In return, with the positive changes and new realities they experienced and witnessing how changes were in alignment with their individual interests, values, and priorities, Singaporeans responded with unconditional trust in favor of the government. The people of Singapore respected and obeyed the laws and policies of the bureaucracy, supported national development strategies and programs, and committed their involvement in charting the new future for Singapore.

In the final analysis, the researcher maintains the present development stance of Qatar, under QNV 2030, thematically blended with the welfare context and strategic intent of Singapore. By the virtue of this alignment, Qatar may logically have the rationale and potential to replicate the success of Singapore. However, the reality of Qatar's success is dependent on

whether or not, Qatar can follow the footprints of Singapore toward having extensive empowerment and decentralization. Following Singapore's divestment and decentralization of central political power will materially alter Qatar's public administrative governance system, and as it appears, this virtual contraction of political power is not an immediate and convenient possibility under Qatar's monarchical framework. Hence, not unless the central leadership can devise auspicious means by which the issue can be addressed, it is not unlikely that Qatar's window of accomplishment may sooner or later be stunted by the gaps in the national roll-out of transformational leaders, and in the creation of sustainable organizational trust. This likelihood becomes more imminent, if foreign expert participation is significantly reduced below its critical mass for whatever political, social, or economic reason, or unforeseen major exigency.

#### **4.4.3 Key Development Themes and Administrative Capacity**

The ten development themes generated from key informants in the in-depth interviews, in reality, can be taken as compelling development prescriptions for the ambitious strategic agenda of Qatar. Nonetheless, the key question that springs is how these development themes relate to the central concern of building administrative capacity to buttress the successful implementation of QNV 2030. This section discusses the interrelationship of these ten development variables, including the enabling strategies of FDIs and PPPs.

Of the ten development themes, raising the level of strategic readiness comes as a topmost administrative capacity-related consideration because, as earlier defined, strategic readiness encapsulates the total institutional capacity where human, information, and organizational capital match the chosen strategy to address the future. In its strict sense, heightening the strategic readiness level can be viewed as administrative capacity-building platform, where FDIs or PPPs can be maximized to fund, support, and enhance human resource development, information technology roll-out, and organizational capital expansion, including building incremental social overhead capital and intergenerational equity.

Generating income, surplus, and liquidity, as the second development theme, relates to the generation of sustainable net earnings that inflate national wealth, as total fiscal revenues exceed total fiscal expenses, including the capital expenditures for priority investment projects. If there is economic surplus, there is standby liquidity to fund short-term and long-



term development needs, as earnings are ploughed back to the economy in the form of priority expenditures including investment projects (e.g. improvement of educational system, expansion of social overhead capital, or delivery of new healthcare services) that improve administrative capacity by elevating human capital formation. The investment projects create strong multiplier effect on revenue and income generation, which also works in the promulgation of administrative capacity development. Alternatively, earnings can be retained to expand national wealth and provisions for future administrative-capacity building initiatives for a new generation of public servants. In either way of using national net earnings, the enhancement of administrative capacity, and the expansion of intergenerational equity are promoted as national wealth increases in value and utility. The use of FDIs/PPPs, by reducing fiscal expenditures, helps building economic surplus that can be leveraged for the improvement of administrative capacity, and the enhancement of human capital development. Developing social overhead capital comes as the third development theme which directly and indirectly relates to the development of administrative capacity. As social overhead capital expands, the ensuing improvement in the physical environment (e.g. public utility infrastructure) raises the level of human and institutional productivity, which situation bears on administrative capacity development. Social overhead capital makes people more efficient and productive and enables institutions to change priorities, systems, and processes in alignment with the new environment, and in pursuance of new opportunities afforded by new strategic infrastructure (e.g. fast product deliveries on account of new roads and bridges or global access to new markets due to new communication backbone or technologies). FDIs and PPPs are channels by which, social overhead capital can be expanded to address administrative capacity-building.

Securing intergenerational equity, as the fourth development element, takes the form of actions and provisions to develop administrative capacity. The promotion of expanded intergenerational equity fundamentally tasks the current generation to use, enjoy, administer, protect, expand, and preserve a country's resources and assets, including institutional integrity, in a manner that ensures future generations are bequeathed with a legacy of at least an equal quality and value than that enjoyed by the current generation. While the current generation assumes the task of protecting national wealth for future utility, they have equal rights to use and enjoy the same national wealth, including the sustainable quality of

administrative capacity that becomes part of intergenerational equity. FDIs and PPPs are funding alternatives that minimize or restrict fiscal spending in favor of using other people's money, thereby, propagating intergenerational equity as savings inflate national wealth or liquidity.

Managing dynamics of change is the fifth element, equally important for Qatar to address in the effort of appreciably improving administrative capacity-building – the management activity being directed to achieving development goals at the same time with high degree of usefulness. Managing change dynamics means appreciating and undertaking corrective action on the time differential between: major internal weaknesses (i.e. weak administrative capacity and weak human capital) which are immediate, and the requirements of external forces (i.e. strategic readiness for economic diversification and knowledge economy) which are long-term in context. The relevant managing process seeks to close the gap between two different time variables, and to close the gap, administrative capacity in terms of responsive technologies, concepts, systems, and processes has to be improved to competitive levels. In the midst of the lack of human capital, posting strategic change champions across the bureaucracy through imported labor can reduce the impact of weak human capital on enhancing administrative capacity. Apart from locally-generated key development actions, through FDIs and PPPs, managing the dynamics of change can be facilitated and strengthened in support of improving administrative capacity – by leveraging productive collaboration, knowledge and technology transfers, and change regimes of shared resources that are inherent in FDIs and PPPs.

Leveraging government role is the sixth element that highlights some self-explanatory context in addressing administrative capacity-building needs, especially for Qatar with its political framework of constitutional monarchy. Key informants in the in-depth interviews voiced out the central, liberating, and patriarchal role of the Qatari government in the delivery of public good and superior values. As earlier discussed, the Qatari government is typecast as an icon of economic emancipation because, for the people, it performs the role of planner, builder, provider, funder, problem-solver, purveyor of change, and future-maker. Nonetheless, in the conduct of internal and external collaboration for the country and its citizenry, negotiation for FDI/PPP inflow into Qatar remains a strategic necessity that the government should adopt.

The seventh development element, correcting the population imbalance, denotes accelerating administrative capacity development, because the heavy influx of foreign workers that have

inundated Qatar is a function of weak administrative capacity and weak human capital. To correct the imbalance, in favor of utilizing more Qataris in the workforce, Qatar needs a revitalized and sustainable administrative capacity that provides efficiency and effectiveness in identifying, selecting, training, developing, and posting local talents. A robust and winning administrative capacity-building strategy precedes the strategy to correct population imbalance.

Promoting education as a transformation strategy, as the eighth development theme, represents another self-explanatory input with respect to its impact on administrative capacity-building. Education boosts human capital formation which, in turn, upgrades the quality of administrative capacity. A large uneducated population, like that of Qatar, breeds weak human capital and weak institutional capacity, restricting competitive capacity and strategic readiness. FDIs and PPPs are development options that help support the promotion of education as a transformation strategy.

Exercising transformational leadership comes as the ninth development theme that has solid empirical and historical foundation. Scholarly studies demonstrate that transformational leadership bears significant positive relationship with organizational performance. Prahalad (1994) is one notable scholar who describes transformational leadership as the brand of leadership with the vision and commitment to build human competencies and institutional capacity to support high performance and strategic change. A transformational leadership has a strong bias for education and human capital formation, pure meritocracy in governance, and a leadership context rich in vision and behavioral integrity. Transformational leadership maximizes all sustainable options for administrative capacity development including the use of FDIs and PPPs, just like what Singapore, China, and South Korea did. Lee Kuan Yew of Singapore has been regarded as one transformational leader that has let administrative capacity and human capital formation abound in his country before, during, and after Singapore's monumental economic transition.

Maximizing organizational trust, as the tenth and last development theme cited by key informants, is intertwined with transformational leadership. Where transformational leadership prevails, people come to respect, admire, follow, and support transformational leaders, generally in a doubtless manner that epitomizes a predominant atmosphere of organizational trust. Where organizational trust abounds, administrative capacity flourishes in

quality and sustainability because people in the public sector, and even in the private sector, tend to emulate the superior thought and the strategic intent of transformational leadership. The administrative capacity landscape becomes more receptive and adaptable to change, which brings in, new paradigms, knowledge, and competencies to improve institutional capacity. By taking advantage of the benefits afforded by organizational trust, administrative capacity-building becomes much easier to work on and achieve.

#### **4.4.4 Interrelated Insights: Human Capital and Development Horizon**

Based on the responses to the in-depth interviews' questions, the following sections touch on the interrelation of triangulated research results with relevant Literature Review findings.

##### **4.4.4.1 The Value of Human Capital Formation**

The in-depth interviews highlighted the controlling value of human capital formation in Qatar's strategic agenda. Online survey and in-depth interviews' respondents indicated that Vision 2030 accentuates the pristine significance of human capital as the framework recognizes its centrality in building solid administrative capacity. Without citing its historic and specific causation, the Vision 2030 narrative acknowledges the sad state of human capital formation that continues to truncate the full development of the Qatari society. This national burden, acknowledged by key informants, can be gauged by the unmitigated use of foreign experts and consultants in the bureaucracy, heavy influx of foreign labor including unskilled workers, anemic attitude of Qataris to work and compete in the private sector, overdependence of Qataris on public sector employment, and large population of unemployed Qataris. There is an evident gross mismatch and imbalance between the development requirements of Qatar in terms of human capital, and what Qataris can offer to support the country's development needs. This situation creates a large gap preventing the functioning of effective institutional machinery which should support the high standards of transformation. The critical dimension of weak human capital stock is best illustrated by Qatar's striking abnormality in its population structure, where foreigners constitute 88% and citizens represent 12% of the total national population; apart from this unique disproportion, foreign workers dominate 94% of the total workforce, leaving just 6% to Qataris (Amnesty International,

2013; Snoj, 2014). The representations of Snoj (2014) and Amnesty International (2013) suggest a truly unique dysfunction in human capital formation, which Qatar has to resolve in the midst of timing differentials, where development needs come much faster than human capital development.

As suggested in the in-depth interviews' findings, the emaciated built of Qatar's human capital backbone runs counter to what Mathur (1999) described as the accumulation of skills and talents exemplified by the educated and skilled workforce, which Qatar lacks. Qatar's lean human capital structure relatively defies what Ogunade (2011) advanced as the proportional impact of education on economic development, because the impressive economic performance of Qatar is not education-driven, but more of a function of the rapid increase in oil revenues, and minimally, by whatever improvements in social indicators' rapid growth that the oil revenues engendered.

The results of the in-depth interviews similarly bolstered the significance of human capital formation, as the central enabler of administrative capacity and national development. On the question what are the three most important barriers to the success of QNV 2030, 67% of responses pertained to human and administrative capacity limitations, with the following breakdown: lack of human capital base (27%); broken and dysfunctional institutional mechanism (23%); large population of uneducated citizens (10%); and lack of means to speed up human development (7%).

Qatar recognizes the specter and peril of its weak human capital structure in light of the substantial investments it has made on human and administrative capacity development. Qatar's lean human capital built can address only a fractional part of the country's entire development needs. As a result, using an expedient solution to the critical gap, Qatar resorted to massive importation of talented and non-talented labor, which measure has created serious socio-economic problem, amid the foreseeable need for more foreign workers. Qatar is caught at the epicenter of competing forces – what is theoretically right as what scholars aver and what is practically auspicious as what reality demands – in the pursuance of its strategic aspirations.

#### **4.4.4.2 The Development Horizon of Qatar**

As suggested in the results of the in-depth interviews, but as contrasted by some of the views expressed in the Literature Review, the development scenario describing the prospect of

transformation success for Qatar under QNV-2030 conveys mixed indications. Skeptics consider it as an uphill and nebulous struggle for a country with scant human and administrative capacity. However, the more positive views, including those of the international development organizations, deem it achievable because Qatar is aware of the problem and has enormous resources to spend to correct it, which awareness and political will to invest in economic transformation was similarly ventilated by key informants in the in-depth interviews. The scenario corresponds to a double-headed development enigma pitting past reality, based on measured accomplishment with present reality that portends midterm potential risk. The past reality pertains to Qatar's impressive showing with respect to the United Nations (2014) performance indicators, as Qatar posted significant ascent in human development index (HDI) from the rank of 51<sup>st</sup> to 36<sup>th</sup> over a 10-year period, besting 151 other countries and the world's top five countries in terms of per capita income and health improvements, but not in education. The United Nations (2014) study also indicated that 84% of Qatari household expressed satisfaction with their lives. By further examination, however, the United Nations (2014) study relates to a period of robust oil demand and high prices characterized by massive streams of oil revenues flowing into Qatar, supporting heavy government spending regime and influencing uptrend in social indicators -- a period of long prosperity cascading benefits to the citizens and the general public.

Qatar's present reality, however, deconstructs the past and has started to show signs of emergent risks as recent events highlight depressed demand for oil and significant deterioration in oil prices, with both issues going over an extended period. If the oil situation does not improve, at least back to the level it used to be in the recent past, in all likelihood, Qatar will experience major economic difficulties. These difficulties can potentially obliterate past gains and derail Qatar's strategic transition to a diversified knowledge-based economy because Qatar will no longer have the luxury of freely funding all development needs, as depressed revenue generation impacts fiscal sustainability. Even if Qatar has built up massive surplus serving as economic buffer, or that it can go into deficit development model like that of the U.S., the prognosis of an economic malaise stays unless there is speedy and substantial improvement in human capital formation. At present, Qatar remains dependent on oil as its major source of national prosperity, with very limited or no option to draw immediate fiscal liquidity from any other industry, because the country's thrust in economic diversification has

produced modest gains only. On the onset of an economic malaise, with a broad array of development needs competing for the same deteriorated level of national revenues, the transformation challenge becomes even more complex and intimidating for Qatar. Key informants in the in-depth interviews shared the thought that in the midst of the threat about extended oil price slump, Qatar needs to rationalize its capital spending to maximize returns and to conserve its national liquidity and intergenerational equity.

With what Qatar has initiated and with the four pillars of QNV-2030 registering modest, yet, consistent improvement as evidenced by the prevailing UN performance metrics and as confirmed from the in-depth interviews, it becomes a fallacious movement for Qatar to slide back and crimp development initiatives due to potential economic dangers. Under a scary situation where oil recedes to its lowest point, creating financing difficulties for an externally ambitious economy, what then could be the best strategic measures available to Qatar? Hence, echoing the development perspectives of the key informants in the in-depth interviews, logical change-compliant measures that should ease Qatar from potential economic shocks and enable the country to pursue its development aspirations include: Qatar should pursue and capitalize on its significant accomplishment in the continuing growth of non-hydrocarbon sector as it bullets Qatar's emancipation from unhealthy oil dependency; Qatar can tactically launch intensified public-private partnerships (PPPs) to attract the infusion of private capital in the propagation of critically important programs on education and human capital formation, which disposition will bring in enormous global expertise and will lessen the financial burden on the government while remaining administratively in control; Qatar can go into incremental taxation (e.g. VAT) to create new streams of national revenues, subject to prior conduct of indicative studies on the local and international business implications of added taxation; and the potential occurrence of an economic malaise justifies the conduct of major fiscal reforms espousing rationalized, output-based, and QNV 2030-driven public spending that assumes purposeful and disciplined allocation of financial resources to maximize utility and returns.

#### **4.4.5 Interrelated Insights: Capacity-Building**

This section discusses three important insights about capacity-building as gleaned from the in-depth interviews: the four key development areas; the capacity-building objectives pertaining

to engaging Qatari scholars in actual work placement, and streamlining monitoring and evaluation (MandE); and the use of integrated human and administrative capacity strategies.

#### **4.4.5.1 Key Development Areas for Capacity-Building**

The in-depth interviews elicited four key development areas that key informants argued should be the top priorities for capacity-building, and include: vocational training and technical courses; postgraduate education; international alliances, and gender balance. The in-depth interviews' impetus on vocational training and technical courses as the top priority falls within the purview of the typology of skills that Ogunade (2011) introduced as relevant to human capital formation. Such skills include foundation skills, core skills for work, technical skills, entrepreneurial skills, and business management skills. It is clear that vocational and technical training adapts to all five skills sets identified by Ogunade (2011), and can be perceived to be a practical way of elevating Qataris from low-level to high-level skilled workers, capable of competing, generating competitive edge, creating value, stimulating diversification, and expediting economic growth. The high value accorded to the postgraduate education emanates from observations that those in the higher echelons of public and private practice, more particularly foreign experts, thriving in and dominating Qatar's current professional community, are generally postgraduates, degree holders, marginalizing the poorly career-equipped Qatari workforce. In its theoretical context, the necessity of postgraduate education encapsulates the treatise of Marshall (1961) on technical education complementing general education especially where the latter is insufficient; it also articulates the view of Denison (1964) expounding that higher level education increases the worker's contribution in national wealth creation, as higher education delivers high quality of labor. Following Babalola (2003), the premium on postgraduate education crops out from the expectation that it enhances individual and institutional capacity to generate new ideas, products, services, systems, processes, and production methods in ways that reflect innovativeness and creative approaches.

The priority for international alliances evokes the same theoretical construct that underpins the adoption of increased public-private-partnerships (PPPs) to catapult foreign investments to new heights, and accelerate technology and knowledge transfer. Qatar is not new to this



expansion of strategic alliances and partnerships as the country attempted to overcome existing limitation in human capital development. The articulation of gender balance stems from the marginalization of women in employment and career development, a long lingering social dysfunction for which the United Nations (OESC, 2015) made prescriptions stipulating gender sensitivity and alignment with the needs of society's vulnerable members. It is common knowledge that gender imbalance is counterproductive because it sidelines the aggregated competencies of marginalized gender and prejudices the building of broad inventory of human capital stock for nation-building. Qatar is known to have a fairly large population of talented women who are left behind in career development and progression, and this gap jeopardizes human capital development and expansion.

#### **4.4.5.2 Top Capacity-Building Objectives**

Key informants in the in-depth interviews ventilated a novel thought that Qatari talents can be dedicated to work disciplines in substantial alignment with either present know-how, potential capacity, or specific preferences, subject to an inclusive policy where the government exercises extraordinary diligence in the acceptance, education, and training of willing and able-bodied Qataris. The suggested objective can assume catch-all coverage for job hunters if the idea is to attract, stimulate, and empower Qataris with the right credentials to work in the private sector. While voiced out by key informants, this inclusive thought has not been clearly spelled out in QNV-2030 narrative, but it can be considered for an ad hoc implementation where the usefulness of an expanded public-private-partnership can be promoted to rationalize and democratize the distribution of local talents over a national setting.

The objective to streamline monitoring and evaluation (MandE) represents enhancement of the existing system where international organizations like the United Nations and the IMF play a pivotal role. The enhancement can involve the conduct of regular or periodic MandE measure distinct and separate from those of the international agencies. This MandE denotes a tracking and control mechanism on institutional performance that can serve to co-validate multiple appraisal reports on Qatar's national performance. Foreseeable benefits are associated with the key informants' suggestion, including: by direct training intervention from international agencies or foreign experts, Qatar can upload more Qatari talents to the new exercise, which can be applied in both public and private sector practices; a Qatar homegrown MandE system can yield other performance indicators beyond a generalized context, and

toward particularized socio-economic applications, whether on a national, regional, city, or community application as it can be devolved to local government setting; the regularity of the issuance or publication of reports can be increased, unlike the irregular frequency of international agency reports; and a broader platform for public information and empowerment can be achieved with the generation of reports that are more reflective of the local context. The suggested MandE objective finds great significance from the extensive discussion about the context, advantages, and disadvantages of alternative theoretical frameworks involving Total Quality Management (TQM), Balanced Scorecard (BSC), and New Public Management (NPM) paradigms.

#### **4.4.5.3 Extent of Integrated Strategy Use**

QNV 2030-engaged organizations, represented in the online survey and in-depth interviews, indicated an average adoption rate of 64% in using integrated human and administrative capacity strategies. Those organizations that had some strategy in place, either one or both, reported having experienced operational advantages such as: high work performance, multi-dimensional job perspective, professionalism, use of SMART goals, cohesive, collaborative, relevant, and vibrant organization, and improved quality of institutional output. These findings are revealing indexes as to how human and administrative capacity can stimulate institutional performance, although these results enunciate an institutional contradiction. Despite the considerable knowledge (90% of respondents) about QNV-2030 and the high level of familiarity (90% of respondents) with the concepts of human and administrative capacity across the professional community, the value of integrated strategy use has been relegated to trivial significance by 36% of participants. This high rate of institutional omission can wilt down the transformation agenda because the change actors perform in divergent unproductive practices.

#### **4.4.6 Interrelated Insights: Public and Private Sector Collaboration**

While in-depth interviews-represented organizations indicated 100% support for the government and private sector collaboration, online survey-represented organizations registered 84% favoring government interference and 89% private sector interference. As suggested by relevant representations in the Literature Review, if the idea is to unleash

synchronous and mutually compliant institutional behavior in the pursuance of QNV-2030 goals, change actors must strive vigorously for the 100% collaboration with all sectors and segments of society. The 100% accomplishment standard is not a hurdle, but a target of perfection befitting a grand program for Qatar to reach its desired future. It is incumbent upon all change stakeholders, citizens or expatriates, to do their share with vigilance and sense of accountability.

## 5 Chapter Five: Conclusion and Recommendations

### 5.1 Introduction

Based on the findings of this research, followed by discussion section of the previous chapter that has been interpreted and put into context, this chapter presents the major conclusions of the thesis relating to the research question used in this research.

Research question 1: *Would Qatar have the institutional capacity and human resource readiness to address the opportunities and issues posed by QNV 2030?*

The focus of this question is on Strategic readiness of Qatar and the imperatives engendered by Qatar's low strategic readiness.

Research question 2: *What are the implications of the centrality of human resources development on other development pillars, and other strategic drivers in the economic transformation of Qatar?*

This research question focused on: Intergenerational equity through rationalized fiscal activity, centrality of human development, FDI development imperative and intergenerational equity, expanded public-private partnerships (PPP), social overhead capital, and Context and quality of governance.

Research question 3: *What can be done by Qatar to ensure the success of the QNV-2030 strategy in the crucible of threats, opportunities, weaknesses, and strengths?*

The focus of this question is on the longevity of population imbalance, and the researcher's view of the future for Qatar.

Conclusions and recommendations based on the above three questions will be discussed in the following sections.

### 5.2 Conclusion based on Research question 1

Two major arguments on this research appear to have been given a strong emphasis of validity by the results of this study. The first argument, which states *"the main driver of (QNV-2030) is human development as it enables and strengthens the other three pillars, which are all*

*human capital-driven*” and the second argument, which says “*administrative capacity-building is important in realizing major human capital development agenda*” have been expounded and grounded in a cause-and-effect conceptual construct with respect to QNV 2030. Inasmuch as human development encapsulates the overall competency of the human being, which includes the superiority of physical and mental capacity as well as work-related capacity and competitiveness, in its proximate public governance meaning, human development relates to the process of nurturing the physical and mental capacity, brilliancy, and sustainability of the human being. Whether it refers to human, economic, social, or environmental development pillar, every initiative needs talented people to think through the external and internal factors, strategize on each factor, implement relevant actions, and evaluate corresponding results. Even major development concerns that are principally technology-enabled need technical experts to design, develop, and operate systems, standards, and processes to achieve sustainable institutional efficiency and effectiveness. In essence, without people, everything stops in any strategic development agenda.

Due to the centrality and ubiquity of the human factor, it is logical that human development assumes indispensable role in Qatar’s economic transformation. Human development becomes the chief driver of QNV-2030, because it is pivotally tasked with developing and producing intellectually-equipped, physically and mentally capable, and globally-competitive Qataris who can be relied upon for nation-building. This, thus, answers the first question asked in the research, that it is evident that Qatar has institution capacity and human resource readiness to address the opportunities as well as issues posed in the QNV 2030. On this central task, human development functions as the source of human capacity for the economic, social, and environmental pillars of QNV 2030. Nonetheless, in this essential function, the human development pillar needs to populate its own structure with the same adequate inventory of talented citizens. These local talents are needed to develop institutional systems and processes, which serve as preconditions to building sustainable administrative capacity. Without the sustainable adequacy of skilled Qatari workforce, developing administrative capacity becomes a lot more difficult process as human capital formation falters, or even grinds into a halt. The absence of competent people with the capability to conceive, plan, design, implement, and control transformation goals, strategies, systems, and processes

subverts the identification, creation, development, and propagation of expanded human capital formation across all QNV-2030 pillars.

In light of its clear and discernible cause-and-effect pattern, the human development pillar must be the role model in competent staffing and expert development, lest it becomes inutile if it fails to support its own needs and that of the three other development pillars. The pattern shows that once human development fails to produce high-performing public servants, administrative capacity weakens in all pillars, and QNV-2030 becomes strategically imperiled. As a result, due to failure to keep pace and remain aligned with the changing environment, the prospect of all pillars unnecessarily crumbling, becomes a serious threat to mitigate. This pattern defines the central problem of weak human capital and administrative capacity, which spawns broad socio-economic problems, despite the massive wealth of Qatar. In fact, even Qatar's national wealth faces serious threats as oil prices plunge in record deterioration, hinting the possibility of constricted revenue inflows over an extended period, and the threat of the price dysfunction deteriorating into crisis dimension. As the use of alternative energy sources picks up and as local oil production from traditional oil importers (e.g. United States) significantly curtails oil importation, the threat of massive oil slump looms over Qatar's development horizon. From this demand drop and price depression of potentially indefinite duration, massive reduction in Qatar's oil revenues can assume significant magnitude in draining Qatar's national treasury. There is no other abundant and immediate source of revenues apart from oil. Qatar's failure to go into strategic human development much earlier has deprived the country of current human and administrative capacity to develop other industries and diversify Qatar's economy; create alternative sources of national income; strengthen the four pillars of QNV 2030; and engage Qataris in new work and career opportunities.

Qatar races against time because as the need for robust human and administrative capacity flashes as an immediate concern, while human capital development assumes a long-term process. The mass importation of foreign experts and workers to fill the serious workforce shortage is an expedient feature of Qatar's development regime that accentuates the centrality of human development. While QNV-2030 is contextually correct and a responsive answer to the desired development and transformation of Qatar, the national strategy definitely started with a serious handicap – without built-in adequacy of human capital and administrative

capacity and seriously lacking strategic readiness. The real dilemma of Qatar encapsulates the resounding value of the development imprimatur earlier expressed in this research: “any country that fails to notably improve, expand, or change its human capital infrastructure, in alignment with external realities and challenges, will forever remain uncompetitive and bereft of any predictable short-term correction and long-term development potential.” To the credit of Qatar, against the challenge of this imprimatur, the country manages to post modest gains in socio-economic performance through imported human capital. Whether or not this expedient solution will bring Qatar to its desired future represents a key question dependent on Qatar’s strategic development policy. The in-depth interviews elicited extensive responses from key informants on the vitality of the development concept of strategic readiness, which interest found attribution on perceptions and comments pertaining to the significance of: QNV 2030, human and administrative development, gender balance, training, strategic alliances and partnerships (i.e. FDI and PPPs), and national performance of Qatar. The plurality of key informants’ voices on strategic readiness-related points of discussion implies their high levels of awareness, knowledge, and concern on the necessity and adequacy of Qatar’s strategic preparedness, which to the researcher’s observation is a mix of optimism and apprehension. There is optimism, because Qatar manages to realize modest successes despite difficult hurdles, and there is apprehension because of the writings on the wall with regard to the seemingly irreversible bleak mid-term outlook for oil. It appears that the apprehension starts to deaden the optimism because of the anticipated slow process of economic diversification. This section presents conclusive resolution of the issue in light of the imprimatur voiced out by key informants, leading into a definitive evaluation and determination of the strategic readiness of Qatar to address the opportunities and challenges of building its future.

As it appears, Qatar has gone beyond the threshold of its long journey to transformation, and it cannot be dismissed that Qatar has achieved reasonable modicum of success as all QNV-2030 development pillars operate on target. However, it cannot be ruled out also that the Qatar’s partnership with success was borne out of oil’s high-growth performance, in terms of rocketing demand and soaring prices. It is common knowledge that with the continuing depressed prices of oil and the prospect of its mid-term longevity, the situation has significantly changed. The situation raises the key question: Would Qatar have the strategic readiness to implement QNV-2030 to successful completion should the oil industry go awry

or should industry threats and challenges become crippling realities? The section will respond to this question by evaluating Qatar's overall strategic readiness, as envisioned by key informants in the in-depth interviews and based on insights, prescriptions, and sustainability gauges derived from earlier studies. In its integral sense, the expanded context of strategic readiness under this research subsumes the human capital, information capital, and organizational capital variables, while allowing the convergence of other development variables propounded in each of the earlier studies. As a result, the five appraisal factors under the expanded model of strategic readiness in this research relate to the descriptions given by the researcher; the idea is to represent the studies used in gauging Qatar. The Researcher's business perspective model met all of strategic readiness elements, while highlighting premiums on transformational leadership, organizational trust, and responsive strategic management discipline (e.g. monitoring and evaluation consistency). Hence, the strategic readiness attributes of rule of law, rule-based governance, education, market structure, economic productivity, innovation, managerial conduct, transformational leadership, organizational trust, and strategic management discipline were added to the original generic elements. The integration process may not be an exercise of perfection, but it certainly provided a basis for reasonably assessing the long-term development outlook of Qatar despite severe scarcity of empirical data, as presented in the following sections:

## **5.2 Recommendations Based on Research Question 1**

The following recommendations are advised to policy makers:

- Need to strengthening administrative capacity and National Policy Framework;
- Take advantage of foreign expertise in improving institutional efficiency;
- Take advantage of foreign expertise in improving institutional efficiency;
- Building managerial capacity is a human capital that eventually leads to the overall development of the country;
- Improve human capital Development by improving medical and health services, quality education, training, skills development and gender balance;
- Improve funds and support for private-public partnerships (PPP) and foreign direct investment(FDI);
- Improve support Strategies for Human Capital Development;



- Encouraging scientific research that seeks to rehabilitate society and organize and finance private projects.

### **5.3 Conclusion and recommendations based on Research question 2**

This research accorded rigorous and comprehensive analysis to assessing the strategic readiness of Qatar in managing the implementation of Vision 2030, and the development and transformation of the country to a diversified knowledge economy. The researcher adopted a multi-dimensional framework that evaluated the strategic capacity and readiness of Qatar based on five appraisal factors: the use of bureaucratic authority; the shared weaknesses with Arab Gulf States' weaknesses; the compliance with World Bank major prescriptions on knowledge economy; the compliance with NPM preconditions to growth; and the alignment with business perspective / procedural integrity paradigm.

Qatar has a significantly low strategic readiness index of 46%. This index foretells that even with the adoption of the best strategy, Qatar will struggle with great difficulty, to the extent of potential failure, if it fails to achieve full capacity in supporting strategy implementation. Strategic readiness, as a derivative value of human and administrative capacity, presupposes superior knowledge of all processes underlying the flawless execution of the strategy. The cost of not knowing these processes or not being prepared to engage in them is extremely high, and can be a future-breaking omission. Qatar's 46% strategic readiness index indicates current and foreseeable inability to implement future-building strategies. Qatar should strive to sport a winning brand of strategic readiness in the apex mark of 100% by correctly leveraging its national wealth to competitive and sustainable strategic preparation.

In many representations about national transformation, numerous insights have been raised to construct manageable preparatory pathways to transformation, and these insights included the following dimensions: A clear definition of strategy purpose, which Qatar already adopted with Vision 2030; Prevalence of leadership visibility and support, which Qatar has shown and communicated externally; Predisposition toward integrity of processes, which Qatar fails to be at par with; Alignment and integration of strategies, which Qatar lacks; Management of processes and accountability, which Qatar needs to provide across the public sector; Cause and effect mindset, which Qatar appears to consider seriously; Responsive monitoring and evaluation (MandE), which Qatar must put in place at different institutional levels and choke

points; Relevant skills, knowledge, and ability across the value chain, which Qatar must extensively build vertically and horizontally on a national scale; An external, collaborative, and participatory culture, which Qatar appears to relatively contradict with its exclusive and restrictive cultural context; and Centrality of public interest and satisfaction, which Qatar recognizes, but has yet to demonstrate clear and consistent action. On a convergent analysis of these ten different insights, Qatar is relatively compliant with five factors only (i.e. 50% compliance), failing in performance areas relating to: integrity of processes; alignment of strategies; management of processes and accountability; adequacy of relevant skills, knowledge, and ability; and compliance with external, collaborative, and participatory culture (i.e. not the exclusive and restrictive culture Qatar manifests). In simple and succinct interpretation: Qatar must get down to brass tacks, dismantle all barriers to strategic preparation, and aggressively load all implementation bases – as the saying goes, the world remains harshly unforgiving as it severely punishes the unprepared.

### **5.3.1 Imperatives Caused by Low Strategic Readiness**

Qatar's low strategic readiness of 46% has far reaching implications in terms of what Qatar needs to undertake to insulate the development initiative from the adverse recoil of inferior preparatory stance, and expedient short-cut measures taken in addressing the handicap of lean human capital stock. By deconstructing the composite strategic readiness index, the fundamental implications are: Qatar needs to fully comply with Max Weber's provisions on administrative processes with regard to the exercise of bureaucratic authority, including the separation of official and private activity which appears not conveniently achievable; Qatar needs to decisively disentangle from inherent economic weaknesses of Arab Gulf States, which similarly cannot be done readily as Qatar shares 90% of the weaknesses that are largely a function of the problem Qatar is precisely trying to resolve (i.e. weak human and administrative capacity); Qatar, has to excel on the World Bank knowledge economy prescriptions beyond the 54 % compliance rate that the country has managed to register, which represents a tall order if reckoned from a short-term window of performance as the challenge involves areas where Qatar is unmistakably weak; Qatar needs to comply with six major preconditions of growth pertaining to improving human and administrative capacity, so that it can approach the take-off stage in economic transition, which required compliance also

appears to be a nebulous short-term possibility; and Qatar needs to elevate its 50% procedural integrity index, which calls for improvement in the areas of transparency, technology, monitoring and evaluation, human resources guidelines, and competency-based organizational trust, which is another uphill and intimidating challenge.

The key question is: Can Qatar undertake and succeed in all the strategic readiness-related improvements demanded by external and internal forces, including the implementation of Vision 2030? The discussion in the next paragraph elaborates on the answer.

Like Singapore, Qatar can succeed doing all the improvements it critically needs, but not without the high risk of failure and not within the short-term. Singapore started with the same handicaps, and in all likelihood, at similar low strategic readiness. Singapore, nonetheless, managed to do it in stages with consistent large improvements in human capital and administrative capacity. There is discernible difference in the development postures of Singapore and Qatar that explains why, on the assumption of similar low strategic readiness at the point of development strategy inception, Qatar seems to partner with higher-risk strategic change agenda. Singapore followed a Spartan discipline on the road to economic transition. With no sustainable resources to rely on, Singapore remained focused on consistent revenue expansion from external trade-oriented economic policy, while maintaining strictly conservative capital spending regime.

Qatar appears to be locked in competing priorities, that it needs to adjust its development focus, rationalize its fiscal spending, and allow much greater premium on human development and administrative capacity-building. Again, Vision 2030 is contextually correct, but the intense and one-directional focus it fundamentally needs, is being blurred by: the massive manpower, technological, financial, and administrative burden the 2022 FIFA World Cup sponsorship entails, all of which, including other ongoing mega infrastructure projects, Qatar needs to address in perfection; the serious threat on Qatar's national livelihood as the depressed oil situation bolts a scary warning of an impending heavy financial impact should the threat materialize; for this eventuality, Qatar does not have the means to strategically replenish lost revenues in the absence of other major revenue-generating industries and human talents to evolve and develop these new other industries; and the emergent social, economic, and environmental problems engendered by the abnormally high population of foreign workers, a controversial necessity Qatar cannot afford to dislodge and abandon; otherwise,

Qatar's economy will fall in the absence of the interim human and administrative capacity expediently sourced from borrowed skills, knowledge, and experience of foreigners. These three critical negative forces limit the capability of Qatar to inject any catch-all short-term solution in quelling adverse external and internal forces, hindering the strategic improvements required by the implementation of Vision 2030. Hence, low strategic readiness means renewing Qatar's expensive solution of continued reliance on foreign expert services and foreign workforce, but subject to well-defined, risk-mitigating, control-oriented, and rationalized policies in the areas of fiscal spending, national development financing, and Qatari-specific learning program, including job placement programs. Improving strategic readiness is a key leadership action embellished by premiums directed to stronger human and administrative capacity development, and to the promotion of Qatar's intergenerational equity.

### **5.3.2 Intergenerational Equity and Rationalized Fiscal Activity**

As Qatar's total revenue posted a 14-year annual average growth of 20% from 2000 to 2013 and total expenditures grew by an average of 15% annually for the same period, for an annual economic surplus of at least 5%, the recent drops in oil demand and market prices and their persistent stay at low levels have significantly dampened this bullish economic situation. While the fiscal health of Qatar at this time remains solid and robust, the country needs to rationalize its fiscal activity, in order to mitigate the financial risk of extended oil revenue slump, and stretch the intergenerational equity of Qatar's current national wealth. To rationalize fiscal activity and sustain competitive fiscal health, as a matter of policy direction, Qatar should: improve national revenue-generation; increase non-hydrocarbon revenues; contain fiscal expenditures; and prioritize capital spending in favor of human and administrative capacity development. In the area of revenue-generation, Qatar should consider enacting new broad-based tax measures (e.g. corporate and value-added taxation) that can substantially increase national income account, without necessarily going into repressive business policy. By mere legislative or statutory enactment, and without going through the hard development processes where Qatar's lack of human capital and administrative capacity can vitiate the attainment of strategic goals, Qatar can create new sustainable sources of revenues. The level of incremental revenues from taxation will, nonetheless, depend on the

volume of business that can be generated from local and foreign entities doing and promoting business in Qatar, including tourism-related products and services. For taxation to appreciably contribute in the expansion of national income account, Qatar needs to broaden the applicable bases for new tax measures. The broadening of the tax base is important, because it is synonymous to large and continuous inflows of net revenues, with taxation being an act of generating enormous financial liquidity without spending big money. In essence, taxation creates new money for the national treasury, shields Qatar's handicaps, cushions its economy from the adverse impact of the oil revenue slump, and stretches the utility of Qatar's current national wealth, including the growing levels of non-hydrocarbon revenues.

In terms of increasing non-hydrocarbon revenues, the applicable policy relates to the pursuance of economic diversification, more particularly in areas where Qatar enjoys competitive edge, an advantage that cannot easily be replicated by competing countries elsewhere. In this engagement, the development should be directed to industries where the vocational and technical capacity of Qataris can be significantly improved for global competitiveness. Economic diversification must be predicated on the present endowments of Qataris, what their preferences are, what supports the strategic needs of Qatar, and what the global markets require. The reconciliation of these disparate areas into a seamless national strategy represents a highly complex exercise needing broad integral approach to national development and creation of intergenerational value. As Qatar approaches the threshold to economic diversification, knowledge-creation and knowledge-sharing assume an overarching value in building the necessary ground works and infrastructure for new non-hydrocarbon industries, including the strategic intent on knowledge-based economy. The certainty of having intergenerational equity remains a function of developing a continuous strand of human talents in the creation of sustainable competencies, knowledge, motivations, and winning mindsets for multiple generations of Qataris.

The control of fiscal expenditures requires implementing cost-effective public sector wages and compensation structure, so that it represents an equitable pay for all types of jobs and functions performed by public servants, free from unnecessary incremental pay provisions and strengthened by job leveling with general uniformity in compensation rate for each job level. Expenditure controls demand reduction of government subsidies so that local industries can be productive, efficient, and globally competitive, while reducing adverse financial impact on

government finances. As far as practicable, administrative expenses should be minimized, if not totally frozen within levels lower than the current spending, which conservative approach to expenditure management should enable Qatar to secure the generation of annual surplus. A fiscal regime, premised on the consistency of expense growing at a much lower rate than revenue, promotes intergenerational equity and quality of life. If fiscal expenditures can be controlled to build long-term economic surplus, the quality of life of Qataris can be sustainably enhanced.

Another way to control national expenditures is to examine closely the government's alternative investment projects and prioritize capital spending. This control process should evolve strong bias for human and administrative capacity development to address the core economic transition hindrance of Qatar. Scaling and prioritizing capital spending will enable Qatar to trek a short-term spending path that precludes economic overheating, which situation happens whenever total productive capacity falls short of the expanding aggregate demand at a non-sustainable rate of economic growth. The oil boom that Qatar has gone through, exemplified this case of economic overheating. Qatar was forced to massively import foreign labor to handle the huge aggregate demand being generated by its booming economy. The satisfaction of this aggregate demand was beyond the competency of existing human capital and institutional capacity of Qatar to effectively address. As a result, Qatar has taken emergency short-cut measures in addressing its lean human capital stock by imported workforce, but the situation has gone beyond control that Qatar has been inundated with foreigners. The population and labor force imbalance has spawned serious socio-economic problems, while marginalizing Qataris and leaving strategic readiness, a derivative of human and administrative capacity, to remain at a low non-responsive index. In the medium-term window, a well-conceived investment priority plan also reduces the risk of economic overcapacity, a situation where industries cannot monetize total production output. Like the South Korean experience, it may also be a judicious fiscal policy and investment implementation-enhancing measure if QNV-2030 can be reassessed to present medium-term capital spending frameworks that can yield more foreseeable fiscal health indications. With a clearer fiscal and development horizon, intergenerational equity is better planned for, supported, accomplished, and secured on specific, measurable, achievable, realistic, and time-

bounded objectives, including the use of FDIs for the guarantee and security of intergenerational equity.

#### **5.4 Conclusion based on Research Question 3**

Qatar has the financial buffer to support the cost of the change process toward a diversified knowledge economy. Nonetheless, the country's lean human capital and weak administrative capacity, over a new and an uncertain business climate for oil, paints a not-so-impressive scenario for the future that it needs to adopt creative, productive, collaborative, and liquidity-friendly development options for economic transition and intergenerational equity.

Qatar is suffering from the enormous weakness of human capital, and the only solution is to strengthen educational curricula and modern vocational training. Population imbalance in Qatar, where the expatriate population represents 88% of the population, may lead to a disturbance in national security. Therefore, migration and naturalization policies should be reviewed.

To improve strategic readiness, Qatar National Vision 2030 provides model solutions for human resources development. Qatar has the advantages to achieve strategies for resource allocation. The political will and organizational capacity help to achieve strategies for human resources development. In addition, Qatar possesses an excellent global reputation, which makes it an advantage to benefit from global talent. The small size of the population qualifies the country to ensure equality between generations and enables it to build infrastructure, and the stimulation of resource consumption helps preserve the rights of future generations

#### **5.5 Recommendations Based on Research Question 3**

The preceding recommendations represent an integral solution that empowers Qatar to maximize internal strengths in leveraging external opportunities, mitigating external threats, and correcting internal weaknesses to become new strengths. In the formulation of the recommendations, the researcher considered as compelling strengths, the enormity of Qatar's national wealth, economic buffers, and oil reserves; the presence of a bureaucratic authority and transformational leadership with strong political commitment to strategic change; and the global reputation of Qatar as an investment-friendly and explosively expanding Middle East

economy on the road to economic transition. The researcher recognized that these strengths, if properly harnessed, could be directed to capitalizing on key opportunities available to Qatar. These opportunities are in the context of long-term demand for oil as prime energy source; mid-term stability of the global economic climate; world appeal of Qatar as a new investment frontier; potential for non-hydrocarbon expansion; and major prospects for global alliances and partnerships. In the alignment of strengths and opportunities, however, the researcher identified internal weaknesses and external threats that operate as imposing strategic issues to Qatar's goal of achieving economic transition.

The internal weaknesses represent weak human capital and weak administrative capacity; overdependence on oil and gas as a single source of national prosperity; a generally unskilled citizenry with no motivation to work in the private sector; large foreign population that has become both: a necessity as they support Qatar's lean human capital stock, and a problem as they create serious social and environmental dysfunctions; non-responsive education curricula; weak knowledge-creation and knowledge-transfer mechanisms; and inferior technology absorption. The external threats to Qatar are equally daunting, and bear on the certainty of the finite supply potential of oil, which greatly blurs oil industry sustainability; extended depression of oil prices that continues to crimp revenue inflows and hurt Qatar's economy; political tensions with United Arab Emirates and Saudi Arabia; and unforeseen global economic disorder that can derail transition efforts. The weaknesses of Qatar assume serious dimension, and remain aggravated by frail and weak administrative capacity, a critical strategic limitation hindering human capital formation, which in turn has bedeviled administrative capacity-building in a vicious chicken-and-egg causation. The absence of alternative industries from which to draw replacements for lost hydrocarbon revenues due to extended oil price slump complicates the fiscal issues confronting Qatar. The need to undertake heavy capital spending in support of investment project commitments and infrastructure requirements of planned economic transition runs in contravention with reduced revenue generation, defies standard control policies, and heralds a minimum mid-term duration that can coincide with the full impact of extended oil price slump.

Over a long period of oil-fed economic prosperity and a regime of national contentment, Qatar has overlooked the value of human development. This oversight has spawned the twin problems of weak human capital and weak administrative capacity, two vital internal



deficiencies that crippled Qatar's capacity to plan and act on strategic requirements of fast economic growth like education, social capital, fiscal planning, environmental integrity, and economic diversification. In the overall, weak human capital and weak administrative capacity disabled Qatar to achieve full strategic readiness to implement Vision 2030 with predictable success, although the country has the means and commitment to excel in its strategic change agenda covering all QNV-2030 pillars of development. Hence, the integral solution of the research denotes future-building improvement measures in key areas – administrative capacity, human capital, fiscal policy, FDIs and PPPs, social overhead capital, and intergenerational equity, including labor and wage parities, gender balance, and immigration reforms – which factors can favorably change the QNV-2030 strategic equation, despite Qatar's serious limitations and weaknesses. In light of the foregoing representations, it is submitted that the recommendations presented in the research provide compelling answers to the key question and problem statement: What can be done to resolve Qatar's weak human and administrative capacity in light of its critical impact on Qatar Vision 2030?

The TQM-BSC implementation framework embodies incremental answers to the key question and problem statement being addressed by the research. In light of mutually reinforcing properties of TQM and BSC, the integrated adaptation of the two models to the imperatives of Vision 2030 provides a responsive strategy toward Qatar's successful implementation of the transformation agenda. The BSC addresses the long-term/strategic requirements of Vision 2030 as Qatar's turnaround strategy, while the TQM fortifies the administrative mechanism that allows and bridges the effective delivery of public services. Incrementally, TQM strengthens the human skills, capacity, and readiness to support Vision 2030. The integration of TQM and BSC into one coherent management performance appraisal model provides a stable framework for the planning, design, implementation, monitoring, and evaluation of Qatar's national development objectives, strategies, programs, and actions under Vision 2030. Based on the results this research, there is interdependence between TQM and BSC which is best illustrated in the flexibility of the integral model to address both human and administrative capacity development (HACD) and non-HACD issues confronting the implementation of QNV 2030. The integral model demonstrates the adaptability to both strategic and tactical issues based on the 36 QNV 2030-related applications.

In the context of TQM-BSC integral model, BSC provides the strategic planning backbone that integrates objectives, core values, financial plans, feedbacks, and relevant performance metrics.

The strategic and financial context of BSC, and the quality strong points of TQM on operational processes are powerful attributes that can support a long-term feasible FDI development strategy. Any implementation of the TQM-BSC integral model on a national scale demands the services of professional people with impeccable credentials to conceive, design, plan, implement, and control TQM-BSC large-scale platform. In all likelihood, Qatar does not have these professionals and change champions who can be productively engaged from inception to post-completion of the strategy roll-out. Under this situation, the researcher propounds the engagement of foreign experts who possess track record in providing cutting-edge consulting and practice intervention on the TQM and BSC disciplines. In this proposed engagement, the foreign experts should also be tasked, as a matter of contracted knowledge-transfer accountability, to handle the training and development of qualified Qataris in the TQM and BSC disciplines, including other frameworks deemed contributory to Qatar's strategic change agenda.

The integrated TQM and BSC platform is a representation of strategies and tactics designed to address both the long-term and short-term needs of an organization. Strategy relates to an overall plan, a broad directional statement involving a long-term horizon and usually aimed at the big picture; while tactic pertains to a specific action, task, or procedure intended to support the strategy and has narrower and immediate perspective. Through the lens of this integral model, the results of the SWOT analysis and in-depth interviews can be studied with respect to strategic and tactical implications on the success of QNV 2030.

## **5.6 Recommendations for Policy Makers in Qatar**

The following recommendations for policy makers in Qatar are based on the research outcome:

### **1. Maintain and manage stability of oil reserve**

Qatar has massive oil reserve with demonstrated long-term revenue generation capacity, which is the major strength of Qatar's economy. Nonetheless, in light of prevailing depressed prices oil due to heightened local production among regular oil importers like the U.S., Qatar

needs to strategize on an optimal approach as to how to safeguard the stability of its oil reserves against any critical supply and demand dysfunction in global markets.

## **2. Position for sustainable financial capability**

Qatar is one of the wealthiest countries in the world, with enormous amount of financial wealth and liquidity that can sustain any development program of massive dimension -- oil-based wealth stands as Qatar's major strength. With the volatile business context of oil, Qatar must observe extraordinary discipline in protecting its financial fortune by rationalizing capital spending and going for optimal investments, which policy should cushion Qatar against any major shocks in the oil industry as it protects and preserves the country's economic buffers and strategic liquidity, expand social overhead capital, and ensure intergenerational equity.

## **3. Leverage institutional development awareness**

Despite the lack of human and administrative capacity foundation, Qatar has the impressive and informed appreciation on what it lacks in terms of human capital base and institutional capacity. This awareness should help Qatar paddle through the cross-currents of transformation, for which advantage it should develop applicable strategies to realize the potential benefit.

## **4. Expand global access to professionals and businesses**

Qatar has the convenient capability to effectively tap expert knowledge from its external network of alliances in global professional and business communities. This rare brand of development diplomacy should be stretched by Qatar to the fullest extent possible, so that it can expedite the process of knowledge-transfer and knowledge-building in its approach to a new diversified knowledge economy.

## **5. Improve / expand investment and tax incentives to investors**

Laws and policies governing investments in Qatar have gone through positive changes. However, since Qatar aims at significantly increasing foreign direct investments (FDIs)

instead of settling for loans and development assistance, there is a need to run parallel improvements in investment and tax incentives for potential investors. The FDI thrust is correct, but it needs some internal realignment of investment incentive policies and priorities.

#### **6. Rationalize capital spending for new industries**

Although Qatar is financially solid from an operational and strategic sense, its wealth (i.e. oil and natural gas), however, is not inexhaustible, but non-renewable resource without sustainable generation. The current drop in the oil business particularizes a situation where yields from finite resources can alarmingly deteriorate and choke the national treasury of an oil-producing country. In this light, observers maintain that it is the exercise of prudent financial management for Qatar to rationalize its capital spending in favor of high-yielding projects more directly aligned to its core strengths and strategic aim, so that it can seize the right opportunities and quell vital issues.

#### **7. Develop skilled, educated, and competitive labor (TQM application / HACD-driven)**

The central cause of Qatar's weak human and administrative capacity relates back to a large population of unskilled, uneducated, and non-competitive labor force bereft of predictable skills, ability, and knowledge to participate in nation-building. As earlier discussed, the weak human capital and weak institutional machinery caused the heavy influx of foreign workers and professionals into Qatar, and unnecessarily marginalized key interests of Qataris.

#### **8. Diversify economy and pursue long-term growth**

The oil threat that hangs over Qatar's strategic path is not a supposition but a serious risk that must be addressed within the earliest possible time because of wide time differential between the long and taxing journey to fulfillment of economic diversification and the needs of the globalized environment where Qatar wants to be in active participation.

#### **9. Improve monitoring and evaluation of performance**

Qatar has some framework of monitoring and evaluation (MandE) system which provides general indications on what is going on as far as Vision 2030 is concerned, as confirmed in the in-depth interviews. The momentum of the MandE, however, must be raised in alignment

with what earlier winners in the transformation arena had done when it comes to tracking performance against objectives.

## **10. Increase technology absorption for faster growth**

Qatar has been highly enthusiastic about new technologies, concepts, and practices in line with its strategic intent, but technology absorption remains at low levels. To best capitalize on this technology enthusiasm, a tactical plan of action on technology selection, appraisal, development, and management should be in place to support continued influx of the right mix of cutting-edge technologies and ancillary systems, processes, and concepts.

## **5.7 Recommendations for future research**

The outcome of this research identified a need for future in-depth research into building administrative capacity in developing countries. For example, in Qatar, the human capital development is lacking quality research, that has extensive investigation from both qualitative and quantitative aspects. Human capital development strategies need a wider research scope that investigates how it should be aligned with other government strategies. A possible approach is to conduct comparative study between Qatar with leading countries such as Singapore.

Many oil rich countries are trying their best to set free from dependence on oil as part of their future strategy. In recent years, such countries began understanding the risk of dependence on one or few sources of income. For example, the United Arab Emirates is currently focusing on FDI and tourism, while Kazakhstan's strategy is to support agriculture and tourism. Acting differently, Saudi Arabia is imposing taxation and higher energy bills. Therefore, there is a high need for a comprehensive research into the diversification of income.

Many of the oil rich countries expenditures are very high when compared to many EU countries. However, the education system in such countries is still considered weak in comparison with EU and North America. There is a strong need for research to examine education and learning status in these countries, in order to investigate how the education programs can be aligned with industry needs.

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## Appendix 1: Survey Monkey Questionnaire (Part 1)

14/07/2015

Survey provided by

Page 1 / 2

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# Qatar & Human Capacity

A little bit about you. All responses are anonymous and confidential.

Create your own  
FREE ONLINE SURVEY

### 1 \* Gender

- ☐ Male
- ☐ Female

### 2 \* Your Industry Sector

- ☐ Education
- ☐ Healthcare
- ☐ Oil & Gas
- ☐ Finance

### 3 \* How many people in your organization?

- ☐ 0-100
- ☐ 101-250
- ☐ 251-500
- ☐ 501-1000
- ☐ 1000+

<https://freeonlinesurveys.com/formresponse/dumbsurvey.asp?sid=bxJ7fgqq&lastPage=1>

1/4

## Appendix 1 (Part 2)

14/07/2015

Survey provided by

- 4 Are you aware of Qatar Vision 2030?
- ☐ Yes
- ☐ No
- 5 Which elements of the economic pillar of Qatar Vision 2030 are you actively working on?
- ☐ Responsible Oil & Gas
- ☐ Economic Diversification
- ☐ Sound Economic Management
- ☐ None of the Above
- ☐ Don't Know/Unsure
- 6 In your role, are you familiar with the concepts of administrative capacity and human capacity?
- ☐ Yes
- ☐ No
- 7 Do you have a defined strategy for building the human capacity or administrative capacity in your organization?
- ☐ Human Capacity Only
- ☐ Administrative Capacity Only
- ☐ Both
- ☐ Neither
- 8 Rank the following development areas in order of importance for your capacity building strategy.

<https://freeonlinesurveys.com/formresponse/dumbsurvey.asp?sid=bxj7fgqq&lastPage=1>

2/4

## Appendix 1 (Part 3)

14/07/2015

Survey provided by

Postgraduate Education Levels

National Literacy Levels

Vocational Training

International Alliances

Gender Balance

Organization Diversity

☐ finished sorting?

☐ skip question?

9 To what extent do you interact with government or policymakers with regard to developing your administrative and human capacities?

☐ Not at All

☐ Occassionally

☐ Regularly

☐ A Lot

☐ Very Much

10 To what extent do you interact with other companies in trying to build administrative and human capacities?

☐ Not at All

☐ Occassionally

☐ Regularly

☐ A Lot

☐ Very Much

11 Do you believe capacity building to be lead by the government or by business?

<https://freeonlinesurveys.com/formresponse/dumbsurvey.asp?sid=txJ7fgqq&lastPage=1>

3/4

## Appendix 1 (Part 4)

14/07/2015

Survey provided by

- ☐ Government
- ☐ Business
- ☐ Both

12 Explain your answer to 11.

13 Provide your Top 3 objectives for developing human and administrative capacity over the next 10 years.

Next Page

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## Appendix 2: Results of Online Survey

<b>QATAR ONLINE SURVEY</b> <b>(Based on Survey Monkey Results)</b> Survey Run: August 2 - September 10, 2015						
<b>General Profile of Respondents</b>						
1. 66 human resources (HR) professionals / practitioners in Qatar						
2. Holds or previously held HR management jobs for at least five years						
3. HR professionals: 42 (64 %) Qataris and 24 (36%) expatriates						
4. All respondents are college graduates; 11 (31%) w/ post-graduate degrees						
5. 20 private sector respondents (55%); 16 public sector respondents (45%)						
6. 66 responded from 45 survey requests sent, for a response rate of 80%						
7. Respondents and non-respondents identified from follow-ups of the author						
	<b>Respondents</b>		<b>Analysis of Survey Results</b>			
	<b>No.</b>	<b>%</b>	Respondents are largely male because there are not many qualified female respondents known to author to hold or have held HR management positions in Qatar.			
<b>1. Gender</b>						
Male	57	86				
Female	9	14				
Total	66	100				
			<b>Requests Sent</b>		<b>Response Rate</b>	
<b>2. Industry / Sector</b>			No	%	No.	%
Education	27	40	18	31	27	93
Healthcare	17	26	16	31	17	79
Oil and Gas	9	14	12	18	9	63

Finance	13	20	9	20	13	78
Total	66	100	55	100	66	78
Suggestive Themes Coded: Respondent (QNV-2030)knowledge						
3. No. of People in Organization			Analysis of Survey Results			
0-100	25	38	75% of respondents from firms w/ 250 and less employees; 14% with 251-500 people; and 11% employ 501-1000people; fairly even clusters of small and large organizations - gives the survey broad institutional scope.			
101-250	16	24				
251-500	12	18				
501-1000	8	12				
1000+	5	8				
Total	66	100				
4. Are you aware of QATAR Vision 2030?			Analysis of Survey Results			
Yes	54	82	High (QNV-2030)awareness leads to interview question on the depth and breadth of respondent's knowledge.  Aim: Leverage this knowledge on getting indicative information on (QNV-2030)strategy			
No	12	18				
Total	66	100				
Suggestive Themes Coded: Respondent (QNV-2030)knowledge						
5. Which elements of the economic pillar of Qatar Vision 2030 are you actively working on?						
Responsible Oil and Gas	37	56	High percentage in oil and gas			
Economic Diversification	9	14	Need to rebalance job content			
Sound Economic Management	14	21	More focus on econ. Diversification			
None of the Above	0	0	and sound economic management			
Don't Know/Unsure	6	9	Supports interview question on econ.			
Total	66	100	pillar implementation and progress			
Suggestive Themes Coded: Implementation of economic pillar; progress of economic pillar						

<b>6. In your role, are you familiar with the concepts of administrative capacity and human capacity?</b>			<b>Analysis of Survey Results</b>
Yes	53	80	High level of awareness leads to the interview queries on understanding
No	13	20	of the value or significance of the
Total	66	100	concepts and how they execute them
<b>Suggestive Themes Coded: Significance of QNV 2030</b>			
<b>7. Do you have a defined strategy for building the human capacity or administrative capacity in your Organization?</b>			<b>Analysis of Survey Results</b>
Human Capacity Only	26	39	Human Capacity Strategy: 55%
Administrative Capacity Only	7	11	Adm. Capacity Strategy: 33%
Both	19	29	No Strategy at all: 31%
Neither	14	21	Lack of integrated strategy, leading to interview question about the rationale
Total	66	100	for strategy choice, impact of strategy used and how strategies evolved.
<b>Suggestive Themes Coded: Barriers to QNV 2030; human and administrative capacity development</b>			
<b>8. Rank the following development areas in order of importance for your capacity building strategy.</b>			<b>Analysis of Survey Results</b>
Postgraduate Education Levels	6	9	Vocational training is most important; studies show Qatar lacks this feature in its national development agenda, no gender balance as women usually are marginalized in career progression
National Literacy Levels	4	6	
Vocational Training	24	34	
International Alliances	8	12	
Gender Balance	13	20	Question to be raised in interviews to



Organization Diversity	11	17	validate survey responses.
Total	66	100	
finished sorting?			All respondents finished sorting.
skip question?			No respondent skipped any question.
<b>Suggestive Themes Coded: Barriers to QNV 2030; human and administrative capacity development; importance of development pillar</b>			
<b>9. To what extent do you interact with government or policymakers with regard to developing your administrative and human capacities?</b>		<b>Analysis of Survey Results</b>	
		About 56% interact with government;	
		37% do not collaborate with govt.	
Not at All	24	36	This leads to interview questions on
Occasionally	8	12	of interaction with public sector;
Regularly	16	24	what is the impact of this type of
A Lot	10	15	collaboration to capacity-building
Very Much	8	12	
Total	66	100	
<b>Suggestive Themes Coded: Human and administrative capacity development strategies; government and private sector collaboration; implementation of economic pillar; progress of economic pillar</b>			
<b>10. To what extent do you interact with other companies in trying to build administrative and human capacities?</b>		<b>Analysis of Survey Results</b>	
		As contrasted to govt. interaction,	
		higher degree of interaction goes on	
Not at All	12	18.18182	in inter-company coordination with
Occasionally	8	12.12121	28 firms (78%) collaborating, leading
Regularly	25	37.87879	interview question, which is more
A Lot	12	18.18182	contributory to faster and greater
Very Much	9	13.63636	capacity-building strategy.

Total	66	100	
<b>Suggestive Themes Coded: Human and administrative capacity development strategies; government and</b>			
<b>private sector collaboration; implementation and progress of economic pillar; significance of QNV 2030</b>			
<b>11. Do you believe capacity building to be led by</b>			<b>Analysis of Survey Results</b>
<b>the government or by business?</b>			58% believes government is the lead
Government	38	57.6	lead actor in capacity building; can be
Business	22	33.3	explained by constitutional monarchy
Both	6	9.1	Same question will be asked in the
Total	66	100	Interviews
<b>Suggestive Themes Coded: Human and administrative capacity development strategies; government and</b>			
<b>private sector collaboration; implementation and progress of economic pillar; significance of QNV 2030</b>			
<b>12. Explain your answer to 11. The same request will be raised in the interview.</b>			
1. Qatar as a wealthy constitutional monarchy can fund programs/projects of very significant dimension.			
2. Private sector does not have power, authority, skills, and resources to lead extensive capacity-building.			
3. It is govt. duty to set up development infrastructure, incl. vital human and institutional frameworks; this accountability is impressed in Qatar's constitutional monarchy set-up.			
4. Govt. has ascendancy to request technical assistance from foreign entities, resident foreign firms, and potential investors -- promotes technology and skills transfer in favour of the locals.			
5. (QNV-2030) is a govt. Centre piece project; government that should be centrally involved in all planning and operational aspects, including monitoring and evaluation, to speed up economic diversification.			
<b>Suggestive Themes Coded: Human and administrative capacity development strategies; government and</b>			
<b>private sector collaboration; success potential of development pillars; acceleration of economic diversification; significance of QNV 2030</b>			
<b>13. Provide your top 3 objectives for developing human and administrative capacity over next 10 years.</b>			
(same request will be raised during the interview).			

1. Improve educational system, including sustainable vocational and technical courses for Qataris.
2. Develop new industries with preferential selection of qualified/trained Qataris for employment, and no other nationalities except for temporary expert/labour assistance.
3. Expand alliances with local and foreign companies/technical experts for new knowledge, technology transfer, new industry development, infrastructure-building, strategic growth, global competitiveness, and economic diversification
<b>Suggestive Themes Coded: Human and administrative capacity development strategies; government and</b>
<b>private sector collaboration; success potential of development pillars; acceleration of economic</b>
<b>diversification; significance of QNV 2030</b>
<b>Explanatory Notes:</b>
1. Red fonts are notations of the author for reference and tracking, and not part of the survey responses
2. The 10 suggestive themes that emerged from the online survey for in-depth interview consideration are listed below.
3. Three additional questions have been initially considered for in-depth interviews and these are also listed below.

**Key Suggestive Themes from Online Survey to be used in Formulating In-depth Interview Questions**

1. Respondent's (QNV-2030) knowledge
2. Significance of (QNV-2030)
3. Barriers to (QNV-2030) success
4. Implementation of the economic pillar
5. Progress of economic pillar
6. Importance of development pillars
7. Human and administrative capacity strategies
8. Government and private collaboration
9. Success potential of development pillars
10. Acceleration of economic diversification

**Additional possible questions for the In-depth Interviews (based on survey responses):**

1. How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?
2. What should be the top three objectives for developing human and administrative capacity in the long-term?
3. What can do you think should be done to accelerate the economic diversification in Qatar?

### Appendix 3: Results of In-depth Interviews

<b>ANALYSIS OF IN-DEPTH INTERVIEWS</b> Interview Period: Sept. 3 - Oct. 28, 2015 Doha, Qatar Nine (24) Key Informants and One (1) Non-Key Informant HR Manager (Excel Program-Based Processing)			
<b>Cluster 1: Knowledge of Qatar Vision 2030</b>			
<b>1. In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?</b>			
	<b>No.</b>	<b>%</b>	<b>Comments</b>
Considerable	23	92	Vision 2030 is the best development path for the future of Qatar
Sufficient	2	8	Human development...education and vocational training... <b>EHD</b>
Adequate	0	0	our country really needs
Limited	0	0	
Total	25	100	<b>Development Theme Coded: Education (ED) and human development (EH)</b>
<b>2. How would you describe the significance of Vision 2030 to the transformation of Qatar?</b>			
<b>Description</b>	<b>No.</b>	<b>%</b>	<b>Comments</b>
Very Significant	23	92	Vision 2030 is the best development path for the future of Qatar
Significant	2	8	Human development very important; everything hinges on it. <b>(EHD)</b>
Not Significant	0	0	Vision designed to withstand countervailing external forces; it is a potential
Total	25	100	solution for barriers to growth; Vision is what Qatar is and what will be <b>(RG/IS)</b>
			QNV 2030: Internally-focused /externally-ambitious benevolent act. <b>(IS)</b>
			Vision 2030, great strategy for social overhead expansion and transition <b>(SOC)</b>
			Strategy that delivers trans-generational values and secures national wealth <b>(IE)</b>
			(QNV-2030)attracts the world to Qatar / develops readiness to face the future <b>(S)</b>
			/secures intergenerational fairness /satisfies preconditions to economic growth.

		If there is no trust, there is no progress and success in the development front(O		
Development Themes Coded: Strategic readiness (SR); education and human development (EHD); internal strength (IS)				
role of government (RG); social overhead capital (SOC); intergenerational equity (IE); organizational trust (OT)				
3. What would you consider the three most important barriers to the success of Qatar Vision 2030?				
Rank	Barriers	No.	%	Comments
1	Lack of human capital base	8	27	Qatar struggled through barriers and gained headway (RG)
2	Broken institutional system	4	23	Simultaneous goal/value attainment creates greater impact (DC
3	No other revenue sources/			Exercise vigilance to protect liquidity/national wealth(SIL)
	non-diversified economy	5	23	Good news: Qatar recognizes limitations and does a lot of
4	Large pop'n of uneducated	3	10	corrective initiatives to address the issues(RG)
5	Divergent change dynamics	2	7	Long-term change, impact of globalization is short-term(DC)
6	Complacent/inaction to learn	1	3	People have reposed everything to the government. (RG)
7	Lack ability/means for HR Dev't	2	7	Contentment effect on Qataris of long-running prosperity(SIL)
Total		25	100	Strong national liquidity is vital to economic future(SIL)
Development Themes Coded: Role of government; dynamics of change (DC); surplus, income, and liquidity (SIL)				
Cluster 2: Significance of Development Pillars				
1. Are you working on any of the elements of the economic pillar of Qatar Vision 2030?				
Answer	No.	%	Comments	
Yes	20	80		
No	5	10		
Total	25	100		
2. Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Econo				
Management				
Economic Pillar	No.	%	Comments	
Responsible Oil and Gas	9	36		
Economic Diversification	4	16		
Sound Economic Management	8	32		
Human Development	4	16		
Total	25	100		
3. How would you assess the progress of the economic pillar you are working on – above target, on target, or below targ				
Assessment	No.	%	Comments	
Above Target	8	32		

On Target	15	60	
Below Target	2	8	Interview #8: Newly assigned HR function, no basis of evaluation
Total	25	100	
<b>4. Would you say this progress situation you have described represents a national trend?</b>			
<b>Answer</b>	<b>No.</b>	<b>%</b>	<b>Comments</b>
Yes	23	92	Human capacity development gives rise to virtually indestructible assets( <b>HD/IE</b> )
No	2	8	Qatar values centrality of human capital, but foreigners dominate employment ( <b>HD/PI</b> )
Total	25	100	All at par, none falls behind; remarkable consistency in modest improvements( <b>RG</b> )
<b>Development Themes Coded: Intergenerational equity (IE); population imbalance(PI);</b>			
<b>role of government (RG); human development (HD)</b>			
<b>5. Of the four pillars, which do you think is the most important for the success of</b>			
<b>Qatar Vision 2030?</b>			
<b>Answer</b>	<b>No</b>	<b>%</b>	<b>Comments</b>
Human Resources Development	20	80	Human development as indispensable enabler of all pillars ( <b>HD</b> )
Economic Development	5	20	All knowledge, technologies, and innovations need human talents( <b>EHI</b> )
Social Development	0	0	Human dev. as springboard to summit of institutional performance
Environmental Development	0	0	Human dev empowers pillars to strategic durability for success ( <b>HD</b> )
Total	25	100	Power of human brain reigns supreme everywhere( <b>HD</b> )
<b>Development Themes Coded: Education and human development (EHD);</b>			
<b>Cluster 3: Administrative and Human Capacity Strategy</b>			
<b>1. In your role, are you familiar with the concepts of administrative capacity and human capacity?</b>			
<b>Answer</b>	<b>No.</b>	<b>%</b>	<b>Comments</b>
Yes	23	92	
No	2	8	
Total	25	100	
<b>2. Do you have a defined strategy for building the human capacity or administrative capacity in</b>			

your organization				
Answer	No.	%	Comments	
Human Capacity Only	4	16	Combined strategy as strategic enablers for all pillars/get synergistic result <b>(SI)</b>	
Admin. Capacity Only	1	4	Delete training and career development, you grapple w/ external forces <b>(EHD)</b>	
Both	20	80	Human capacity to perform duties and responsibilities well <b>(HD)</b>	
Neither	0	0	Administrative capacity to be institutionally robust, efficient, and effective	
Total	25	100	Human capacity: focus on people/ Adm. Capacity: institutional strength <b>(HD)</b>	
			We engage in strategy development and mgt; corporate and organizational <b>(SI)</b>	
			management, Balance Scorecard, and human resource development activities for	
			strategic preparedness.	
Development Themes Coded: Strategic readiness; education and human development;				
3. Can you cite three advantages your organization has experienced in using both or any of				
the strategies?				
Rank	Advantages	No.	%	Comments
1	High performance/multi-dimensional entity	8	27	Consistent work high content, accuracy, and relevance
2	Always connected w/ QNV 2030	1	3	#1 and #2 considered sustainable advantages <b>(SI)</b>
3	Cohesive, collaborative, relevant, and vibrant	6	20	Vision 2030 intensified long-running org'l vibrancy
4	Increased credibility (e.g. communication)	2	6	Being critical thinking w/o losing org'l cohesion <b>(OT)</b>
5	Professionalism and use of SMART goals	8	27	Being technology-compliant / metric-driven <b>(TLD)</b>
6	Improved quality of institutional outputs	3	17	Professionally tolerant and receptive of new ideas <b>(TL)</b>
Total		30	100	
Development Themes Coded: Organizational trust; strategic readiness; transformational leadership (TLD)				
Cluster 4: Capacity-Building Requirements				
1. How would you rank the following development areas in order of importance for your capacity-building strategy?				
Based on interview responses, the following is the ranking of development areas:				
Development Area	Rank	%	Comments	
Vocational Training	1	80	Gender balance/ maximizing women's talents in human capital formation <b>(GBI)</b>	
Postgraduate Education	2	50	Vocational training a vacuum in the educational system; expand curricula <b>(EH)</b>	
International Alliances	3	60	International alliances promote more strategic partnership Vision needs <b>(SAP)</b>	
Gender Balance	4	60	Gender balance to align with the league of world-class economies <b>(GBHD)</b>	
Organization Diversity	5	70	Post graduate degree represents an index of professional superiority <b>(EHD)</b>	
National Literacy	6	80	technical training will accelerate human resources development	
			Women's role: Culture difficult to break/open to persistenceandbenevolence	

<b>Development Themes Coded: Gender balance and human development (GBHD); education and human development; strategic alliances /partnerships (SAP)</b>			
<b>Cluster 5: Government Collaboration</b>			
<b>1. To what extent do you interact with government or policymakers with regard to developing your administrative and human capacities?</b>			
<b>Answer</b>	<b>No.</b>	<b>%</b>	<b>Comments</b>
Not at all	0	0	Intense interaction w/ government shows institutional life and vibrancy of organization( <b>RG</b> )
Occasionally	0	0	Consistency, alignment, and uniformity among agencies in communication ( <b>RG</b> )
Regularly	1	10	Emerging new politics promotes openness and liberality, good for business/economy( <b>TLD/OI</b> )
A Lot	0	0	Government has become more citizen-focused and inter-generationally conscious( <b>IE</b> )
Very Much	9	90	Collaboration with government opens access to developments in globalization ( <b>RG</b> )
Total	10	100	
<b>Development Themes Coded: Transformational leadership; organizational trust; intergenerational equity; role of government</b>			
<b>Cluster 6: Private Sector Collaboration</b>			
<b>1. To what extent do you interact with other companies in trying to build administrative and human capacities?</b>			
<b>Extent</b>	<b>No.</b>	<b>%</b>	<b>Comments</b>
Not at all	0	0	Purpose is collaborative conduct of business/productive co-existence( <b>HAC/SR</b> )
Occasionally	0	0	Private sector as a strategic partner of government/corporate citizenship( <b>HAC/SR</b> )
Regularly	3	30	Collaboration: Best way to stay connected, updated and aligned with reality( <b>HAC/SR</b> )
A Lot	7	70	Crucible of public private interactions broadens individual and institutional perspective <b>HAC</b>
Very Much	0	0	Private sector collaboration promotes ease in building pathways to globalization. ( <b>HAC/SR</b> )
Total	10	100	Collaboration hastens knowledge-building, supports globalized view of development <b>HAC/S</b>
<b>Development Themes Coded: Human and administrative capacity (HAC/as part of strategic readiness)</b>			
<b>2. In your observation, which makes more meaningful contribution to capacity-building – government or private sector collaboration?</b>			
<b>Answer</b>	<b>No.</b>	<b>%</b>	<b>Comments</b>
Government Sector	10	100	Reserved for govt. benevolence, magnanimity, and gratuitous provisions – qualitative
Private Sector	0	0	hard to find in the corridors of a businessman's mind.( <b>RG</b> )
Total	10	100	Only the government has long and directive arm to effect strategic change( <b>RG</b> )
<b>Development Themes Coded: Role of government; organizational trust</b>			
<b>Cluster 7: Lead Agency of Capacity-Building</b>			
<b>1. Do you believe capacity building to be led by the government or by business—government, business, or both? Please explain your answer.</b>			



Answer	No.	%	Comments	
Government-Led	10	100	Only government has capacity, resources, and will to assume enormous risk and	
Business-Led	0	0	undertake massive change program of incalculable dimension; a govt.(OT) Expertise	
Led by Both	0	0	where the business sector plays a supportive role; It is profit vs. non-profit interest	
Total	10	100	The role is enshrined in Qatar's political framework of constitutional monarchy (RG)	
			Only the government has the money to build infrastructure for economic success(RG)	
			Government: the best agency to address preconditions to economic growth and change	
			and expand international partnerships for continued development(RG/SAP)	
Development Themes Coded: Role of government; organizational trust; strategic alliances/partnerships				
Cluster 8: Strategic Direction and Recommendations				
1. How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?				
Rank	Assessment	No.	%	Comments
1	High /very significant success potential	3	30	Ideally, synchronized success among the pillars, (SR/IS)
2	All w/ success/progress potential	7	70	although economic diversification appears to have the
				edge to lead; human resources should be the anchor. (IS)
				Goals, policies, funding, and action all set up by govt. I
				FDIs are an important factor for economic growth(FDI)
Total		10	100	Expatriates mitigates human capital lack of Qatar(PI)
Development Themes Coded: Integrated strategy (IS); strategic readiness; human development; strategic				
readiness; organizational trust; FDI and strategic readiness; population imbalance				
2. What should be the top three objectives for developing human and administrative capacity in the long-term?				
Rank	Objectives	No.	%	Comments
1	Strengthen education/vocational courses	8	27	Technical courses must be included in education(EHD)
2	Expand strategic alliances and partnerships	5	17	More expert assistance needed to correct issues
2	Engage Qatari scholars to actual work	5	17	and accelerate change like PPPs SK used(PPP/SR)
3	Intensify non-oil industry development	4	13	Actual immersion of Qataris in local job opportunities
3	Streamline monitoring and evaluation	4	13	speeds up human and administrative capacity-building
4	Close gap: human capital need and supply	2	7	Current human and institutional competence helps
5	Improve institutional capacity for growth	1	3	secure intergenerational heritage(IE/HD)
6	Communicate success w/stakeholders	1	3	FDIs should be made to work in capacity-building
Total		30	100	for national readiness to face the future. (FDI/SR)
Development Themes Coded: Education and human development; strategic alliances/ partnerships; PPP /				
strategic readiness; training and human development; population imbalance; human and administrative capacity;				
intergenerational equity; FDI and strategic readiness				

<b>3. What do you think should be done to accelerate the economic diversification in Qatar?</b>				
<b>Rank</b>	<b>Recommendations</b>	<b>No.</b>	<b>%</b>	<b>Comments</b>
1	Attract new FDIs/new industries	8	13	Limited national spending when revenues are low build
2	Restructure/enrich educ'l/learning system	7	12	liquidity and surplus. <b>(SIL)</b>
3	Strengthen human and admin. capacity	6	10	Government is more receptive to change, which is good
3	Institutionalize monitoring and evaluation	6	10	for economic diversification <b>(TLD/OT)</b>
4	Expand use of expert assistance	5	8	New politics of collaboration and external orientation
4	Strong agencies/investment-friendly laws	5	8	secures peace and economic growth <b>(TLD/OT)</b>
4	Expand strategic alliances and partnerships	5	8	There is no substitute for a country rich in vision, cash,
5	Leverage employment of qualified Qataris	4	7	and commitment to future. <b>SIL</b>
5	Continue govt. vigilance and commitment	4	7	Dynamics of change should allow current problems to be
6	Extend incentives to foreign investors	4	7	addressed by solutions with both short and mid-term
7	Use new technologies/concepts/practices	2	3	effectiveness <b>(DC)</b>
7	Rationalize capital / fiscal spending	2	3	Unless time lag between public need and actual delivery
8	Communicate globally what Qatar does	1	2	of value is cut down, change remains long struggle <b>(DC)</b>
8	Embrace globalization and new knowledge	1	2	Build additional public infrastructure nationwide. <b>(SOC)</b>
Total		60	100	
<b>Development Themes Coded: Surplus, income, and liquidity; transformational leadership; organizational trust; dynamism; change; social overhead capital</b>				

### **Triangulation and Coding Explanatory Notes:**

#### **A. Online Survey**

The online survey elicited 10 suggestive probing themes that were coded and used in framing the in-depth interview questions, and are as follows:

1. Respondent's (QNV-2030) knowledge
2. Significance of (QNV-2030)
3. Barriers to (QNV-2030) success
4. Implementation of the economic pillar
5. Progress of economic pillar
6. Importance of development pillars
7. Human and administrative capacity strategies
8. Government and private collaboration
9. Success potential of development pillars
10. Acceleration of economic diversification

As the Appendix shows, the selection of in-depth interviews questions was framed and coded from the 10 suggestive pro themes generated from the online survey.

### **B. In-depth Interviews**

In the analysis and interpretations of key informant's responses to the in-depth questions, 10 development themes emerged, these themes are:

1. Strategic readiness
2. National liquidity
3. Intergenerational equity
4. Dynamics of change
5. Social overhead capital
6. Education
7. Role of government
8. Population imbalance
9. Transformational leadership
10. Organizational trust

Gender balance, training, human development, and human and administrative capacity are considered part of strategic readiness, including strategic alliances and partnerships (i.e. FDIs and PPPs.)

## **Appendix 4: Transcripts of In-depth Interviews**

### **Transcripts of In-depth Interviews**

#### **INTERVIEW TRANSCRIPTS**

Serial No. QKI-001-2015

Interviewer: Student

Interviewee: Head, Training and Career Development

Date and Time of Interview: September 3, 2015 / 2:45 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

- I:** Good afternoon. Thank you so much for making yourself available for this interview. Your participation will definitely enhance the quality of information in my research work.
- MI:** Whatever I can contribute.... I will be delighted to help. You have an interesting project, and it's good for every one you know.... if we can push Vision 2030 to greater heights.
- I:** Yeah, we share the same aspiration to see the grand vision succeeds.
- I:** Before we start the interview, I wish to confirm that you have gone through and signed the informed consent form, with the understanding that your participation in the research interview is completely voluntary, that you can decline to answer any question, and that you can withdraw from the interview anytime.
- MI:** Yes,I fully understand everything, but I prefer to just answer your questions. After this, that's it....no obligation for you and for me. I just help and wish you succeed. I do not need any documentation. Err...How...How does it work with you?
- I:** Ok, I get you quite clearly. Shall we proceed now?

**MI:** Ok, let's start.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** Definitely, it's considerable because it's a vital part of our institutional concern.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** It's very significant. The four pillars of the Vision ... they are the pillars of the future of Qatar. We have to succeed in all four pillars because ...those are the legs the Vision stands on. I think it is the best development path towards securing the future of Qatar.

We need the pillar of human development...a very important goal because everything hinges on the skills, abilities, and knowledge of the people. We need social development, another pillar... because that is where justice, care, and morality come about... hand in hand with progress. Economic development is critical...err...it... leads to Qatar's economic diversification and global competitiveness. Last but not least is environmental development; it is necessary as it harmonizes competing forces of economic growth, social development, and environmental integrity.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** It takes a long while to really put everything on track. But it keeps on improving, although we contend with: lack of human capital, institutional mechanism that needs to be fixed, and then lack of alternative sources of revenues...which from a long-term perspective, can be devastating should oil demand and prices become critical due to a host of factors. I think all these issues are defined in Vision 2030 planning rationale.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, very much.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I work on Sound Economic Management.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** We are on target. We can do no less...we demonstrate value...That is what we profess and support, you know.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** I think it is. There may be unresolved barriers that restrict performance, whether individual or institutional, but I would think on a national basis progress is within target. We are relentless and focused. Qatar started against mountains of barriers, yet it has gained so much headway on Vision 2030.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** It's somewhat difficult for me to give categorical answer, but based on my personal view, and leveraging our institutional experience, I would think it is human resources development. I can foresee once we have elevated our human capital foundation, everything would be fine, all

comes into place. People remain the most important asset of any organization, under all circumstances, with whatever goals any organization decides to be guided by. We know it because we have seen it happen all the time... and it holds true for Vision 2030.

You know, human capacity development gives rise to virtually indestructible assets, so to speak. In our organization, we cannot afford to run without adequate competencies. In the overall, it may be a long-term change agenda, but Qatar is certainly moving towards transformation because it has considered the centrality of human capital development.

**I:** Yeah, everyone appears to be excited about transformation, and you're right, there is action going on despite some barriers.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Of course, and we do have them.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** We have defined strategies for both human capacity and administrative capacity building. As I said earlier, we cannot operate without human and institutional capacity. Otherwise, you know...we cannot deliver anything to society in accordance with our mandate. For instance, try deleting training and career development, which address administrative and human

capacity in the national development agenda, you then start seriously grappling with external forces with a heavy burden on your back. The use of combined strategy under this scenario functions as strategic enablers for the four pillars of Vision 2030.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** Well...first, the strategies have made the quality of our work consistently high in terms of content, accuracy, and relevance; secondly, we remain connected with Vision 2030; and thirdly, our people have become more cohesive, collaborative, and confident...they seem to have become more excited about the future. Well... perhaps, because they feel they have sustainable skills to handle the demands of our function and the requirements of Vision 2030...I think all want to be part of the solution.

**I:** Would you consider this positive situation a recent development or a long-running organizational vibrancy?

**MI:** It's been with us for over a reasonably long-time period, but it intensified enormously as the strategic purpose of the Vision 2030 became clear to everyone, and as we realigned institutionally with the goals of the Vision...Relentless campaigns helped a lot.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance



- Organization Diversity

**MI:** My perspective is: 1. Vocational training; 2. International alliances; 3. Gender balance; 4. Postgraduate education; 5. Organization diversity; and 6. National literacy.

**I:** Why do you rate vocational training and international alliances as your two topmost development priorities?

**MI:** Well...vocational training and technical courses is what Qatar significantly needs in its educational platform and in its human development program. Vocational training and technical education will uplift human capital and make our people more competitive elsewhere. I consider international alliances with great importance because we need a lot of strategic partnerships...to improve on weaknesses and accelerate skills and technology transfers. As we discussed, Qatar does not have sufficient human capital to manage a great national fortune from slipping our hands...and it is the fundamental reason, apart from constitutional mandate, that our government exercises completely hands-on intervention in the transformation loop.

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** Yes, it's obvious we interact with policymakers very much as a matter of national policy and institutional necessity. As you navigate through the public-sector network, even with your

interviews, you will note and be glad that the system oozes with interaction. This intensity of interaction, you will note, produces some sort of uniformity and alignment in what we articulate and stress. The interaction generates consistency in internal and external communication, to the point that even in the use of terms and in the choice of words, interaction has shaped how we communicate our message across...and you will agree...it's a good sign of institutional life and vibrancy.

**I:** Yes, definitely, it is.

#### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** We interact with private companies regularly because we wish to pursue a collaborative culture in line with our institutional function. It helps our mission to be in touch with all sectors...we consider the business sector...the private sector for that matter...as a strategic partner... From a common development aspiration, the business should productively and harmoniously co-exist and work with government...that's the essence of corporate citizenship needed in the holistic development map of Qatar.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** Insofar as Vision 2030 is concerned, I would categorically say it is government collaboration. But, you know...private sector collaboration is important also because without its support, capacity-building on a national scale becomes even more difficult. Again, while government collaboration prevails in capacity-building contribution, private sector collaboration provides valuable supplemental contribution.

#### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**MI:** Again, it's obvious. It is the government's role to spearhead capacity-building, with the private sector playing a supportive but intense role. You know, it is only the government that has the capacity and the resources... the will, so to speak... to assume risk, as well as undertake a massive change program like Vision 2030...and of course, capacity-building is what the economic development and transformation of Qatar needs.

#### **Cluster 8: Strategic Direction and Recommendations**

**I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?

**MI:** You know...each pillar has enormous potential for success, although I wish they could happen in a synchronized manner so that the country could realize the full impact of the Vision. As I see it... synchronization is a perfection that may be really, really difficult to achieve. The sequence of events... to my mind...would be in the order of economic diversification and environmental development being ahead in evolution, followed by human development, and then social development. Ideally, it should be human development as the anchor, and I wish it could really happen to abbreviate the development process.

**I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** Good question. I think the first would be to develop and strengthen our educational system with vocational and technical training, and other disciplines that should make our people globally competitive.

The second objective would be to strengthen and expand strategic alliances with local and foreign partners to help us build on our weaknesses and effectively pursue the Vision...because at this time, we need sustained expert assistance to speed up change and transformation.

The third objective would be to develop non-oil-based industries that can hasten economic diversification and employ Qataris gainfully across industries. This will...you know, motivate Qataris to work for the private sector.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** Well...we should expand strategic alliances locally and globally and let expert assistance come in and help us strategize on what other industries can be developed in light of the resources and capabilities of Qatar. This collaboration should include the development and adoption of new technologies, systems, procedures, concepts, and practices that should make our standards world-class.

We should continue attracting investors and multinational companies to come in and make direct investments, apart from introducing their industry know-how in Qatar. These companies should be made to absorb qualified Qataris for local employment, with preferential priority over foreign workers...and this is where human development rises as a national priority.

We should also extend incentives to potential investors and multinational companies, including incentives for Qataris to prepare for and engage private employment. We should

systematize procedures and eliminate all barriers to business entry. I think with all these measures in place...economic diversification could come faster than we think...and all these factor, again, are enshrined in the planning rationale for Vision 2030/

**I:** Would you have anything to add?

**MI:** None at all, not unless you have some more questions.

**I:** I have no more questions. Thank you very much for your time. I take it as a great honor and privilege to interview you.

END OF INTERVIEW

## **INTERVIEW TRANSCRIPT**

Serial No. QKI-002-2015

Interviewer: Student

Interviewee: Head, Public Relations and Communication

Date and Time of Interview: September 4, 2015 / 3:00 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your participation will truly enhance the quality of information in my research work.

**MI:** Oh sure...it's a pleasure, my work and my commitment, and your happiness!!

Laughter: ha, ha, ha, ha

**I:** It's an honor and privilege to interview you. Again, thank you so much.

**I:** Before we begin, have you gone through and signed the informed consent form. It's a confirmation that your participation in the research interview is completely voluntary, you can decline to answer any question, and that you can withdraw anytime.

**MI:** Yes, but do we need that? Did others go through it? Let's skip it and we can proceed. I understand there's complete anonymity. Is that right?

**I:** Yes, there is. Ok, we can start now.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** Well, it's considerable. I consume and process a lot of information, a routine that gives me extensive current information about the Vision.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** Very significant. It's a four-legged catapult to the future. You take one leg, the whole catapult crumbles. So, we need to strengthen all the legs to make transformation of Qatar a reality, not on paper alone... and I think it's happening gradually. We are resolute despite daunting barriers that we encounter. Vision 2030 will change and transform Qatar to a great future. We just need to achieve the goals under the four pillars of the Vision, at the same time and at the same degree of usefulness.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** The large population of uneducated citizens in the country is a priority. Human capital development is being addressed to support all pillars of the Vision. How can economic diversification roll on without human capital? So, it's the first barrier to growth and transformation. The next is...our overdependence on oil...because should adverse events occur on our oil exports, it has retarding effect on Vision 2030. While we may have the buffers, it is not the solution but the rise of other industries. The last barrier is time dynamics...since...I think we have so much to do completely transform. Qatar national transformation involves long-term development process... but changes in the global environment move so swiftly. We strive to keep pace with these global changes. The good news is that we know and recognize our limitations and we are doing a lot of to address the issues...and the government has to be credited for conceiving Vision 2030.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, I am closely involved.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I work on Responsible Oil and Gas.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** Ah...We are above target. Well, it's traditionally the country's field of expertise and our role in the change agenda. If we fall behind, it's very embarrassing, shall we say.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** I'm inclined to believe it is. Of course, we have to understand that Qatar started on this from very bare beginnings...It's our political will that brought us to the threshold of multi-dimensional change. From an informed perspective, I can anticipate that soon there will be total alignment with the Vision's objectives.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** It is human resources development. It is rather difficult to accept that all other pillars will succeed even without its most important and indispensable enabler, which is human capital. We can buy and adopt all new knowledge, technologies, and innovations that world has come up with, but you need human talents to administer all these provisions, and Vision 2030 relates to this issue.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, because we need them.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only



- Both
- Neither

**MI:** Yes. Our strategy applies to both human capacity and administrative capacity building. As you will note, our functional role is action-oriented. We need human capacity to perform our duties and responsibilities well, and relate better to our goals. We need administrative capacity so that we stay institutionally robust, efficient, and effective. We cannot afford to lose one, or excel in one and be mediocre in the other. It needs to be balanced for operational sustainability.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** The first advantage that I can immediately think of is we consistently overshoot our target, and this emerges from our capacity-building strategies. Second, capacity-building strategies increased our credibility as we communicate with the public and other change stakeholders. Third, internal vibrancy and motivation among employees heightened to create this stable organization that we now have.

**I:** Would you consider these as sustainable advantages, meaning they have lasting impact?

**MI:** Yes, I'm confident they are.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training

- International Alliances
- Gender Balance
- Organization Diversity

**MI:** I'd take the following in the order of their importance: (1<sup>st</sup>) Vocational training; (2<sup>nd</sup>) Gender balance; (3<sup>rd</sup>) International alliances; (4<sup>th</sup>) Postgraduate degree; (5<sup>th</sup>) Organization diversity; and (6<sup>th</sup>) National literacy.

**I:** Why do you rate vocational training and gender balance as your two topmost development priorities?

**MI:** Vocational training and technical courses form a large vacuum in the country's educational system, which should support the primacy of human resources development. I consider gender balance a development priority because if Qatar needs to be in the league of world-class economies, now could be the time for women's increased role in our society. All over the world, women have begun assuming significantly expanded role, with high index of accomplishment, which then augurs well for the expansion of our human capital. Again, the good news is measures have been made to address the gap.

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** Of course, we interact very much, vertically and laterally. That's the only way we can ensure that we are on the same tune with other agencies in addressing administrative and human capacity development requirements.

### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** We interact and deal a lot with private companies. Our institutional function demands no less than that frequency...always collaborating, communicating, and evangelizing internally and externally, across broad communities of development stakeholders.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** Definitely, it's government collaboration. You can cite a permutation of reasons, but the most compelling...I think... it is only the government that can commit time, resources, and determination to pursue programs of incalculable dimension. Simply stated, it's government dominion. It behooves the private sector to support because it is very evident that the government stays committed to the dreams of society in which the private sector is a vital part. But it does not mean, we should relegate private sector collaboration...no, it is equally needed for Qatar's transformation, and always as a partner of government.

### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**MI:** I firmly believe it should be the government that should lead in capacity-building. As you will note in my earlier responses, I appreciate the central role of government as far as Vision 2030 is concerned... No other institution can undertake such an expensive and gratuitous role...the business sector cannot do it because it runs contrary to their financial interest. You have to note also that our system of government underscores the role of government in capacity-building.

You can also imagine a situation... where business takes the lead role in undertaking national capacity-building. How do you think it will progress? You will agree with me that it is not cohesive but disjointed, coming from a diversity of interests, without any guiding public context because the overarching interest is profit. I am not anti-business. I am just articulating what each sector can possibly give out for the success of Vision 2030 and the limitations the business sector has when it comes to Vision 2030. I reiterate we need the business sector, all the time. We value their partnership.

### **Cluster 8: Strategic Direction and Recommendations**

**I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?

**MI:** I think all pillars are progressing, everything is starting to evolve. I believe there is no other way for pillar management development actors than to stay focused on the Vision and achieve. Goals, policies, funding, and actions are in place for each pillar. It all depends now on how effective each pillar can respond to external influences and implementation barriers. I see economic diversification, under the economic development pillar, having greater potential to move ahead because it can benefit from foreign direct investments, FDIs as it is popularly

called. Whatever lack of local human capital Qatar struggles with, government can recruit expatriates, and so the diversification can push through while temporarily relegating the employment interest of Qataris. This is the reality we have to face. I see human resource development following, well... because it can reap benefits and advantageous spillover effects from the involvement of foreign experts and business organizations, our people just need to be receptive to change. I then see environment and social development taking place in a new Qatar. As to time frame, it can evolve within 10-12 years.

**I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** The opportunities and issues are clear and they can be translated into objectives, which I would say are already holistically impressed on Vision 2030. First, overhaul the entire educational system to have it in alignment with what the citizens need and want, and what the strategic horizon demands in light of global influences; second, expand global alliances with countries and institutions that are willing to participate in the development and transformation agenda of Qatar; and third, expedite and intensify economic diversification in the next five years by actual setting up of new industries suitable to skills and employability of Qataris.

You can appreciate that all objectives that I have mentioned are profound learning opportunities intended to strengthen human and institutional capacity. I believe learning immersion and actual external exposure and collaboration for Qataris will accelerate capacity-building, and that is Vision 2030 is all about.

**I:** Do you think there can be economic diversification in five years?

**MI:** Yes! It may be daunting in perception, but I think it can be done and it is being done to a reasonable degree. We can select pivotal industries that can serve as starters for Qataris. Of course, there should be supporting training and development programs for potential employees. This is a thought that flashed my mind, but I'm sure something may be considered to adapt to this interim-to-permanent measure.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** As I earlier intimated, our educational system is being modified, our doing business stance is transitioning to more externally-oriented context to attract stakeholders into Qatar, and we are also leveraging new models and approaches to development that have proven effective in other countries. We could rationalize capital expenditures to give premium to the birth of new industries and the development of local talents so that they can be engaged in these new industries. Of great importance, we are promoting the timely entry of new technologies that should be the backbone of Vision 2030, and our capacity for economic diversification. We also communicate to the whole world what we have been doing and what we have been achieving as far as Vision 2030 is concerned. Opportunities and issues on economic diversification are being addressed now on a dedicated basis.

**I:** You have comprehensively addressed my questions. Would you have anything to add?

**MI:** Nope, I have nothing to add.

**I:** Thank you very much for your time. Again, I wish to express that I take it as a great honor and privilege to interview you.

**MI:** My pleasure, and congratulations.

END OF INTERVIEW

## **INTERVIEW TRANSCRIPTS**

Serial No. EKI-003-2015

Interviewer: Student

Interviewee: International Human Resources Consultant

Date and Time of Interview: September 8, 2015 / 2:30 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

- I:** Good afternoon. Thank you so much for making yourself available for this interview. Your participation will definitely enhance the quality of information in my research.
- FI:** Oh...you're welcome. I'm good. It's my pleasure and privilege to help.
- I:** Thank you so much. I really appreciate your time, despite your busy schedule.
- I:** Before we start, I wish to confirm if you have read, understood, and signed the informed consent form, which provides that your engagement in this interview is completely voluntary, and that you can exercise the option not to answer any question and you can withdraw from the interview anytime.
- FI:** Oh... yes. I had read it, and I do understand and consent to everything. You can indicate there my role, but not my name and signature. I'm a consultant and I'm involved in lots of client interventions. I don't want this interview to be misconstrued by my clients I'm revealing information, even if it they may not be so critical and sensitive at all. Please understand my position. I consented to this interview on clear condition of anonymity ...because it used to be my line too, and I do understand its value...especially from an academic perspective. Is it ok with you?

**I:** It's ok. I can understand your position. I'm sure you also understand the necessity of my having to ask you on the consent form. You've been in the academe too...and you know...we always have to go through the motion.

**FI:** Yeah, I know...but at times, we may be compelled to bend the rules because the interviewee has to contend with considerable factors...and has a lot to lose. I don't how you will manage it, but with me that is how it should be. I'm no longer academically engaged, and I now thrive in a very different environment.

**I:** Yes, I agree. Everything changes. Shall we start now?

**FI:** Of course, yeah...yeah. Sorry for the distraction. I just wanted to clarify everything.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**FI:** I'd say considerable. I have been everywhere in my consulting capacity, covering all pillars of the Vision.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**FI:** Vision 2030 is the central platform of Qatar's strategic growth, development, and transformation. It is the backbone of the new Qatar. The materiality of money, resources, and time invested in its conceptualization, planning, and execution is so massive, virtually incalculable. As you we can see, there is no turning back...the Vision has to proceed in full scale and the four pillars of economic, human resources, social, and environmental development have to be firmly grounded to withstand the power of countervailing external forces. Vision 2030 is a representation of potential solutions to the major barriers that restrict the growth of Qatar...despite its enormous resources. Going deep into the heart of Vision



2030, it has paradoxical context...it is what Qatar is, yet it is what Qatar will be. Simply put, it is everything to Qatar.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**FI:** As I personally view the situation, the major barriers to the success of Vision 2030, will be: First, there is some sense of complacency and fixation among Qataris to improve their intellectual capacity. I may be exaggerating the issue, but it appears that the people has reposed everything on the government even if it is apparent that government engages a new development path needing their spirited participation. I would consider this first barrier as...the “contentment effect” of long running period of economic prosperity... The people must respond actively to the government’s development stimulus.

The second barrier is the low level of Qatari education. How do you expect education to flourish if people are somewhat held back in improving intellectually? People appear to have lost the motivation and confidence to work in the private sector because they do not have the skills to grow and compete in that environment. This issue has some compelling social complications because the withdrawal of Qataris from the private sector will simply compound the ranks of expatriates in the labor market, which then tends to marginalize Qataris.

The third barrier relates to the dynamics of time. The development needs of Qatar are immediate, but solutions, though clearly identified, are long-term engagements. This barrier is really difficult to contend with, and it is exactly the reason why foreign consultants like us thrive in the country. Generally, our role is to bridge the gap between immediate needs and distant solutions. Nonetheless, I think...we are making great contributions.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**FI:** Yeah, I am engaged in Vision's economic pillar.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**FI:** I am working on Responsible Oil and Gas.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**FI:** We are a bit...a little bit above target. I'd say we're on track. We've managed to stay on the path despite a conflation of issues... as we conceive ways to leverage traditional with potential oil-based industries...challenging, sometimes unnerving, but satisfying.

**I:** Would you say this progress situation you have described represents a national trend?

**FI:** I'd think so. Everything is calm in the development horizon despite the pressure. I'd say that is the net effect of being focused on the Vision. Every development player does the role according to the charter of their respective pillars. Yeah, I'd think it is a national trend...otherwise there could have been calls to action for any serious dysfunction. So far, so good...as they say.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**FI:** If you view the transformation issue at the core, it is clearly human resources development. I'd say it is the springboard for all pillars to reach the summit of institutional performance, and

even to scaling new heights from the apex of Vision 2030. It is a never-ending process of continuing improvement and definitely, human capital remains the key enabler from emaciated beginnings to engaging stretched goals from the point of demonstrated accomplishment. It's been a long shot all the way...but the lines, the paths are clear...I'd say human resources development can integrally empower all other pillars to strategic durability for the success of Vision 2030. The pillars are as strong as the combined strength of the human intellect that should safeguard the strategic integrity of the Vision's development pillars.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**FI:** Yes, I am more than familiar. Administrative and human capacity development are two core concepts and practice protocols that we...in the consulting world, strongly evangelize...especially in a national development context.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**FI:** As I shared earlier, we are guided by combined human and administrative strategic framework. By human capacity development strategy, we focus on the people, on the individual, so that each person develops and owns unique and predictable personal capacity to relate to the development themes of the Vision...and to the persistent pressures of globalization for sustainable competitiveness. By administrative capacity development strategy, we revitalize institutional capacity to afford maximum leeway for the exercise of

individual capacity and for responding to public and private needs for viable systems, processes, principles, and values characterizing the support system for change and transformation.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**FI:** I'd say our use of the combined strategy produced significant advantages, and these would relate to: First: It made us a lot more collaborative to the extent of being a critical thinking, yet cohesive, organization, with abiding focus on the mission of the economic pillar. We can critique, we can argue, we can be contentious internally, but we remain cohesive...I'd think that's the end result of members of the organization being informed and updated. Second: The combined strategy made us professionally tolerant and receptive to competing views without losing sight of what really needs to be done in the right manner. Because of the pressure for the creative exercise of our institutional role on the new rationale for oil-based industries, which we have to propagate... because whether we like it or not, oil will be with us over an indefinite period...and it can likewise vaporize over an unknown time the... the challenge for our organization lingers. I'd think it is the main reason why we exercise tolerance and receptiveness in the pursuit of human and administrative capacity development. Third: It made us truly professional in our approach, in an environment of Qataris and expatriates, as we transition to key actions bounded by specific, measurable, achievable, relevant, and time-based institutional objectives...smart goals for a smart organization.

**I:** Yeah, that's more about soft skills of people in the organization that produce good behavior towards good attitude...difficult to track but gratifying when achieved.

**FI:** Yes! And that's what we're doing...and that's why we value monitoring and evaluation.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**FI:** I'd rank the development areas as follows: 1. Gender balance; 2. Vocational training; 3. Postgraduate degree; 4. International alliances; 5. Organization diversity; and 6. National literacy levels.

**I:** Why do you rate gender balance and vocational training as your two topmost development priorities?

**FI:** I see gender balance as a necessity because with limited women in senior executive job placement and career development, Qatar may not optimally capitalize on a rich source of human and administrative skills. There are many bright, gifted, and academically accomplished Qatari women who can be made to participate in capacity-building since they can expand what we call the...the...human capital stock. It may still be a cultural novelty, but necessity tells gender balance should run as an accepted Qatar reality. Postgraduate degree is important across different levels of public and private sector organizations. Without being biased, postgraduate degree is an index of personal capacity, values, vision, priority, ambition, competitiveness, initiative, determination energy, and motivation. In your pursuit of your postgraduate degree, I'm sure you sport many if not all of these traits or qualities. Hence, the idea is any institution becomes better equipped if it has a large population of master's and PhDs...I may be exaggerating but I'm not wrong. Would you agree?

**I:** I certainly do, without being biased too.

**FI:** Yes...education is certainly a prized asset.

### **Cluster 5: Government Collaboration**

- I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?
- Not at All
  - Occasionally
  - Regularly
  - A Lot
  - Very Much
- FI:** I collaborate and engage policymakers very much in matters pertaining to human and administrative capacity-building because...as you know...there's a lot of it going on in the public sector as mandated by Vision 2030.

### **Cluster 6: Private Sector Collaboration**

- I:** To what extent do you interact with other companies in trying to build administrative and human capacities?
- Not at All
  - Occasionally
  - Regularly
  - A Lot
  - Very Much
- FI:** I interact less, but a lot, with the business sector because of similar engagements. At times, it is less taxing in the business sector because the issues are less extensive in dimension.
- I:** So, you seem to have covered all the bases in Qatar.

**FI:** Yes, but government intervention is a lot more interesting and gratifying because you know you are doing a lofty missionary work where a multitude of people will benefit.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**FI:** Government collaboration yields much greater meaningful contribution to capacity-building...which...I think is an area reserved for government benevolence, magnanimity, and gratuitous provision...qualities you may have a hard time finding within the corridors of a businessman's or private practitioner's mind. What I'm saying is in the context of national development...not industry, sector, or business development.

### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**FI:** In the same premises that I have explained, capacity-building is a government dominion, more particularly if we consider Qatar's framework of constitutional monarchy. That's it... You have everything there in the national development agenda. It's a brand of welfare governance beyond the capacity of the private sector to match...except for their rich human capital stock. But, you know, the government has been accessing also rich sources of human talents from the private sector, temporarily or over the long-term ... and it must be done to induce foreign professionals and experts to help design and plan Qatar's nation-building. There's some sensitivity in this inclusion strategy as it tends to sideline Qataris...but it's temporary and can be addressed in not too distant future.

**I:** Would you say there are also appreciable emergent results?

**FI:** Yes, I'd say solutions to the development puzzle have started to generate results, although they may be in fractional dimensions. It's bad if everything falters to mediocre performance...but

it's not. The development bets at stake are enormous, but ...you know...the windfall of benefits rises many times over the bets...although at this time it may be...as I said...fractional or shall we say... in consistent trickles after having struggled with rock-bottom human and administrative start-up capacity. In a nutshell, Qatar has gone above start-up development capacity.

### **Cluster 8: Strategic Direction and Recommendations**

- I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?
- FI:** I just summed up the situation when I said that Qatar has gone above start-up development capacity... and this succinctly means much has improved from humble beginnings...whether it is in economic, human, social, or environmental development fields...and this trend represent a visible potential for an all-pillar attainment of purpose. While the positive outcome in each pillar may be fractional, the consistency of increasing improvement cannot be overlooked. I see economic diversification within the economic pillar having some headway, if not breakaway potential, over other centerpiece programs. Environmental development is happening; human resources development is weaving through barriers even from the point of conception' and social development, although really...it comes at the tail-end...has gotten appreciable push. The emerging growth and change would continue, not unless a highly remote major tragedy devastates the oil industry...Qatar's largest source of economic prosperity. In the aggregate, all pillars exude the potential to push Vision 2030 to the accomplishment of its goals and basic purpose for the transformation of Qatar.
- I:** What should be the top three objectives for developing human and administrative capacity in the long-term?
- FI:** First: close the gap between Vision 2030's human capital requirements and Qatar's available human capital stock. Development becomes an insurmountable mission with weak human capital base. Second: elevate institutional capacity to allow development processes and



collaboration to proceed with predictability of favorable outcomes. Third: establish indicative monitoring and evaluation...which we can call MandE... the idea is to clearly determine at any point in the delivery chain whether the development and transformation agenda is on track.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**FI:** Well...I think...it involves fairly similar success recipe for each pillar. Strengthen human and administrative capacity, where you, as a student, are very interested in. Honestly, I tell you... it's a correct starter for transformation. Expand local and international alliances and partnerships, transformation being a function also of collaboration. Start new industries, including knowledge-based enterprises that can level the playing field for Qatar in the globalization arena. Grant incentives to entrants in economic diversification, including investment perks and tax holidays. Institutionalize MandE, it is necessary and it is important. I have articulated all these prescriptions because relevant works are already being made, and in all likelihood, these suggestions are considered in the strategic development support mechanisms to Vision 2030.

**I:** You have completely addressed my questions. Would you have anything to add?

**FI:** None so far. I hope my piece would help you in your dissertation.

**I:** Thank you very much for your time. It is as a great honor and privilege to interview you.

**FI:** You're welcome. My congratulations!

END OF INTERVIEW

## **INTERVIEW TRANSCRIPTS**

Serial No. QKI-004-2015

Interviewer: Student

Interviewee: Head, Human Resources Planning

Date and Time of Interview: September 10, 2015 / 3:10 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

- I:** Good afternoon. Thank you so much for making yourself available for this interview. Your views will definitely enhance the quality of information in my research work.
- MI:** You're welcome. Sorry for being a bit late. By the way, I read the consent form. I don't think it is necessary. One of my colleagues who had the same interview advised me that we can skip the form...I'm sure you will understand.
- I:** Oh...In fact I was about to ask you on that. Well... we can skip the process if you want it that way. But you do understand and consent to the provisions of the form for this interview?
- MI:** Yes, with all my heart. I just don't want my views being floated around and critiqued on...at worst being accused that I'm leaking institutional information... Does it work well with you?
- I:** Yes, it works well. I understand. Shall we start now?
- MI:** Of course. Let's do it.

### **Cluster 1: Knowledge of Qatar Vision 2030**

- I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** It is considerable. If I don't have that knowledge, I should not be here...and you will miss my thoughts.

Laughter: ha, ha, ha, ha

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** It's very significant, highly important. Well, it's for the simple reason that our country's transformation to globally competitive level principally depends on Vision 2030. Vision 2030 is a catch-all formula for strategic success, strategic in the sense that it is long-term and cannot be done overnight. Vision 2030 is our strategic recipe for new thinking, new ways, new aspiration, new life, and new future. I believe the Vision has become the basis of what we all do now and what we see for our future. There is a sense of overconfidence in my manifestations...but, I think I have all the reasons. The ubiquity, clarity, and power of influence of the Vision penetrate our lives, and because of that, unmistakably, Vision 2030 will lead us to the transformation we all desire. The focus that government casts on the strategy now leads us to the right strategic path through Vision 2030.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** It is common knowledge, and if you have been an active observer of our environment, you will conclude that first and foremost is our human resources, our institutions, and our industries are being strengthened. The pillars can be best fortified only by the people and institutions that engage and oversee them, and the industries that use them.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, I am in Vision's economic pillar.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I am involved in sound economic management.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** We are just on target, pretty soon we will overshoot the mark...I am talking about annual performance at institutional level...because that is where our deliverables are better measured.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** Yes...it is. All pillars...and the agencies involved...performance-wise are very stable. I think everybody realizes that Vision 2030 is a long journey, a difficult mission for which we cannot afford to blink. Every stakeholder is actively involved, and I think every pillar is at least at par, if not above par, not one is falling behind.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** Whether it is from a theoretical, practical, or logical perspective, I think there is no argument that human resources development is the most important of the four pillars. Human resources development cannot be subordinated to any other pillar inasmuch as it is all about enrichment of the nation's human capital stock, which precedes all other development considerations and other asset-building measures for purposes of national transformation. I do not mean to

undermine other pillars, but human resources represent the indispensable part of the change machinery... that supplies transformational power to the entire system.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, it is the gist of our institutional efficiency and longevity, without them, we will be relegated to institutional extinction.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** Yes. We embrace both. It's a dual engagement purporting best practice in capacity-building...We...we may not excel in both but it has to be a strategy that combines human and administrative capacity development choices. To me... human capacity takes precedence...without it...it is extremely difficult to achieve sustainable administrative capacity. The human intellect is a precondition to administrative capacity, but they should jell together to form a robust institutional system.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** Our use of both human and administrative capacity strategies enables us to be in the vantage position to discern and act on needs of our constituents in light of the guidelines and standards

of central policymakers. This capacity to discern, learn, and decide in the most auspicious manner is the first advantage of combined strategy. The second advantage...we became much more professional in our thinking, values, and actions...I think at institutional level we developed a critical mindset...In essence, we became problem-solvers. The third advantage I think is...we...we tend...no...we became a highly collaborative organization, each one exuding confidence, trust, and helpful attitude. I believe these are powerful changes that relate to the basic needs of the Vision.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**MI:** What a nice exercise...interesting...uh. I rank the development areas as follows: 1. Vocational training; 2. Postgraduate degree; 3. international alliances; 4. Gender balance; 5. Organization diversity; and 6. National literacy.

**I:** Why do you rate vocational training and postgraduate degree as your two topmost development priorities?

**MI:** I consider vocational training as top priority because that is the most urgent gap in our educational infrastructure. Qatar's development thrust is stunted by a large population of non-competitive workforce because people do not have marketable vocational or technical skills...Our people need to have portable competencies, which would be rightly addressed by

vocational and technical training. I consider postgraduate degree as the next priority because we need local talents with higher education accomplishment. For a nation that trains its sight to a horizon populated by topnotch competitors, whether in the labor markets, products, or services, the competencies of development practitioners with master's and doctoral degrees are a necessity ... superior problem-solving skills, professional maturity, good judgment, and profound intellectual content...and critical mindset...these are the qualities we can derive from postgraduate degree holders. It is not absolute, but it is generally predictable.

### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** Well...no doubt about it...of course we interact with government and policymakers very much...one thing we enjoy doing because of its fulfilling and learning benefits.

**I:** Are you suggesting that in your government interaction...there's so much collaboration and sharing going on?

**MI:** Yes, indeed...always.

**I:** Do you have this kind of interaction within your organization?

**MI:** Yes, through time, we have learned to practice what we observe as ideal and confidence-building for our staff.

## **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** We interact with private companies regularly. Manpower development is a very extensive area in human capital formation for which we must collaborate internally and externally. We view the private sector as essential source of information for employee recruitment, selection, training, and retention techniques, including career development and job succession. We do a lot of alignment and updating in anticipation of our larger role when the pillars of Vision 2030 generate employment and career opportunities for citizens, as well as for expatriates who have been more or less a permanent part of the labor mainstream.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** In light of the context of the political and economic landscape of Qatar, it is definitely government collaboration that makes meaningful and substantial contribution to capacity-building from a societal perspective. It is only the government that can extend a long and directive development arm. The government can assume high risk and yet remain receptive and resolute to continued injection of massive resources, which may not be conveniently available from the private sector, or simply because the private sector may be nervous-prone in their investments. With public sector collaboration, there could be broader possibilities ...well...it is the government that responds to political, economic, social, and technological forces, including environmental elements, that may constrict capacity-building. The private



sector does not have this luxury of resources, time, and dedicated commitment, although they are also a vital cog in the development agenda.

### **Cluster 7: Lead Agency in Capacity-Building**

- I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.
- MI:** I think I have addressed this question earlier in my representations about the commanding presence and ascendancy of government in the strategic development environment. I have a strong bias for government leadership in capacity-building, not because I do not believe in the business sector. In fact, as I averred earlier, the business or the private sector is a vital cog and partner in national development...but in the Qatar model, it is the government that matters in national capacity-building...and you know, Vision 2030 is the crowning glory of our time because as it delivers results, the younger generation ... the future citizens of Qatar... will all reap the benefits the Vision creates. In the eventual transformation, we will remain partners with the business sector, jointly celebrating the gains of a new Qatar.
- I:** You seem very sure of a long and binding relationship with the private sector. In the private sector world, would you think there will be expanded representation for Qatari businessmen, investors, and career practitioners, 10 years from now?
- MI:** Definitely, the Vision 2030... has been framed with compelling strategic intent for the large inclusion of Qataris during and in the aftermath of our development efforts.

## **Cluster 8: Strategic Direction and Recommendations**

- I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?
- MI:** I would think the potential of each pillar is tremendously destined to success based on the overwhelming on-target performance ratings of each segment of Vision 2030. I anticipate each pillar to deliver successful results...The...We...we owe this emerging indication to all pillar development actors for having conscientiously adapted to the dynamic needs of the Vision's implementation. Personally, though, my concern is positioning our delivery of values to our people against the onset of challenges from external forces including the impact of globalization. As we used to say, we started from very skeletal beginnings, but the issues we had to confront... the hurdles we had to overcome were scary confidence-destroyer. Nonetheless, economic development is gaining ground...and it is due to the insatiable appetite of many foreign investors to get the first crack at opportunities our planned transformation entails. Environmental development has been there, but scaling up its coverage and context regulates the speed by which results can be generated. Although inching up in a consistent manner, human resources and social development involve very long gestation period. Progress is going on in Vision's development agenda, but the pillars of development need to proceed on synchronized motion to create much greater impact locally and globally...it may be ambitious...yet it is attainable.
- I:** What should be the top three objectives for developing human and administrative capacity in the long-term?
- MI:** I can see human and administrative capacity-building being ideally premised on the objectives of: First: hasten and intensify the competencies and competitiveness of Qataris with profound learning infrastructure...I admit this is easier said than done, but with the resources and commitment of our government, it is not unlikely that this will emerge...with the ground works done and actions progressing with consistency. Second: Set up pilot industries to showcase that economic diversification has evolved...this way more investors will bet on the

industrial development agenda of Qatar. The thrust on building a robust knowledge economy should be a paramount investment frontier...which has been looked at and being acted on. In these pilot industries, the employment of Qataris is a primary consideration to speed up human and administrative capacity enhancement. Third: Implant across all pillars, technology-enabled monitoring and evaluation system...so that at any time we know where we are with particularity and accuracy. This way, follow-up or corrective actions become imminent.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** Oh...it is intertwined with all what we have discussed. First, we fast...build durable foundation for human capital excellence; second, we proceed with the strengthening of our institutions, more particularly in the delivery of public services, which have been noteworthy, but with plenty of room for dramatic gains; third, we increase pilot industries with the engagement of the largest possible population of local talents; fourth, we all embrace to the hilt globalization and all the emerging technologies it brings; and lastly, we put in place technology-enabled monitoring and evaluation system. Note though all these measures are somewhere in our new transformation agenda.

**I:** You have comprehensively addressed my questions. Would you have anything to add?

**MI:** Oh...no, none at all, not unless you want to hear more of my thoughts!!

Laughter: ha, ha, ha, ha

**I:** Thank you very much for your time. It is as a great honor and privilege to interview you.

END OF INTERVIEW

## **INTERVIEW TRANSCRIPTS**

Serial No. QKI-005-2015

Interviewer: Student

Interviewee: Head, Manpower Development

Date and Time of Interview: September 15, 2015 / 3:00 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your views will definitely enhance the quality of information in my research.

**MI:** You're welcome. It's a pleasure. Shall we start?

**I:** Before we begin, I wish to confirm if you have gone through and signed the informed consent form. It's a confirmation that your participation in the research interview is completely voluntary, you can decline to answer any question, and that you can withdraw anytime.

**MI:** Yes, and I really want confidentiality and anonymity in whatever we discuss here. I wonder how we can accomplish the form without my signature, which I don't wish to appear in any document. I'm sure you do understand me.

**I:** You can have my word. Shall we start now?

**MI:** Yes, let's start.

## **Cluster 1: Knowledge of Qatar Vision 2030**

- I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?
- MI:** Definitely, it's considerable. It's self-explanatory by the nature of our function, which relates to the driving force of our growth and development – our manpower.
- I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?
- MI:** Vision 2030 is the key to Qatar's future, so it's really exceptionally significant. You will note that the government has invested a lot to resources and strategic representations to evolve and pursue the Vision. A lot of heads got involved into its conception, planning, and execution. The fundamental significance of the Vision 2030... I would think and state...it boils down to the Vision being the nexus of human, economic, environmental, and social development. I would add that the Vision provides a multi-dimensional platform for decisive transformation where Qataris and their families will be the ultimate beneficiaries. It is clear that across the public sector, and even in the private sector, the Vision has taken a ubiquitous presence. In essence, the Vision has become a powerful phenomenon influencing how people think and behave about Qatar's future.
- I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?
- MI:** Based on the human capital issues that we address, I think the No. 1 barrier is the inadequate human capital foundation on which the Vision 2030 stands. The human resources development pillar of the Vision represents a critical problem that can stymie most development efforts. The No. 2 barrier is Qatar's weak institutional framework that impedes Qatar's capacity to respond to stimuli...then being over-dependent on expatriate services, for which we have no option other than to embrace it. The No.3 barrier, based on my observation, is the lack of mechanism that can potentially address human capital weakness at the earliest

possible instance, which I know would really take some time. But, again, based on our experience, improvements can be introduced and actions are afoot to mitigate the problem. That's exactly the good news, we know the problem and we know what we are doing to resolve them.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, I am engaged in Vision's economic pillar.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I am involved in economic diversification and its manpower development elements.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** Well, we're about on target

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** Yes. The reports that we come across with show a picture of reasonable accomplishment. I think the preparations and provisions made by the government before the Vision 2030 launch, and even up to now, leave very small room for unnecessary shortfalls in agency or institutional performance... well, because the context, dynamics, and dimension of Qatar's development issues outweigh the interventions being made...yet, to our excitement...amid unnerving challenges, we seem to be continuously gaining headway.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** It is definitely human resources development. Nobody can argue against the value of human capital in any organization or program. With the situation of Qatar, where a large base of the population remains uneducated, human resources development becomes even more critical. You need people to push to convincing progress the economic, social, and environmental pillars, people who possess the competencies to make the pillars truly useful to Qatar's transformation. The low level of educational attainment in the country makes human resources development a paramount short-term and long-term concern, well...because of its importance.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, I am very familiar with them.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** Yes. It is a combined human and administrative capacity strategy. In manpower development, we address not only human capacity, but also the institutional processes, practices, and frameworks that enable the individual to leverage capacity to high performance. If there is no institutional capacity to let human capacity flourish, then everything stops in the value chain. We unnecessarily deprive the public of what they need, and what they aspire for. We cannot

adopt one strategy to the exclusion of the other. We have to have both...that is what the change agenda of Vision 2030 calls for.

- I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?
- MI:** With the use of the combined strategy, the advantages are: people become more efficient and productive; the organization rises in credibility, relevance, and value; and quality of organizational output becomes highly predictable because of organizational compliance with the high principles of quality, superior value, and accountability. We institutionally have all these advantages because of the combined strategy.

#### **Cluster 4: Capacity-building Requirements**

- I:** How would you rank the following development areas in order of importance for your capacity building strategy?
- Postgraduate Education Levels
  - National Literacy Levels
  - Vocational Training
  - International Alliances
  - Gender Balance
  - Organization Diversity
- MI:** Based on our institutional experience, the following ranking fairly represents reality: 1. Vocational training; 2. Gender balance; 3. Postgraduate degree; 4. International alliances; 5. Organization diversity; and 6. National literacy.
- I:** Why do you rate vocational training and gender balance as your two topmost development priorities?



**MI:** We recognize the need for responsive vocational, technical, and technology-oriented content in our educational curricula. We realize these courses could elevate substantially the knowledge, skills, abilities, and overall competencies of our citizens...and you know...that should really happen...that will make our people highly competitive elsewhere...And that change in our educational legacy will reorient our people toward a much different view as to how their lives and careers should be carried on in light of their environments. On gender balance, we also realize the growing importance of women in society...we very well know that women, from a cultural perspective, have not been generally exposed to career life in Qatar...But...you know, time has changed and we are receptive to life's changes. We must note that... that it is precisely what is espoused by Vision 2030. Culture is difficult to break, but it is open to persistence and benevolence. Once you succeed in managing culture and keep it aligned with the necessities of life that is where human capital development can advance...and we should know that too in manpower development.

**I:** Based on experience of some countries, it appears that educational reform is a complex and contentious issue that takes time before it can produce the desired gains. How do you think this reform will happen in Qatar?

**MI:** I don't see it as a problem in Qatar, especially on our transformation mode. We rely on the wisdom and decisiveness of the leadership...after all, all this change initiative is an offshoot of their discernment and decisive action.

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot

- Very Much

**MI:** We are very much at it. Government collaboration is the nexus of our institutional life.

### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** In the holistic conduct of our function, we collaborate a lot with private companies. It is one best way of being connected, updated, and aligned with reality. It's a crucible of public and private interactions. You learn immensely from that crucible...and it helps broaden our perspective in both individual and institutional performance.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** I would tend to qualify my answer...If we are talking of capacity-building on national dimension, where the intention is to empower every citizen of Qatar, like what Vision 2030 aims at, it is government collaboration. But if we are talking of fulfilling the mission of a particular business, empowering its employee base for high performance, it is private collaboration. There is no argument if it is a national mission... the government functions as a nerve center for capacity development.

### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**MI:** In light of my answer to your last question, I remain confident that under all circumstances, when it comes to national capacity-building, it is the government that should lead the exercise...more so in Qatar. Our system of constitutional monarchy befits the leadership ubiquity, benevolence, and commitment that national capacity-building demands. By the wink of an eye, the system can deliver what it takes and what the situation needs to elevate human and institutional capacity. As Qatar has rapidly grown to be one of the wealthiest nations on earth because of our massive natural resources, in responding to this opportunity, it is not unusual to miss, by oversight, the need of embellishing our growth with simultaneous capacity-building. Expert assistance from expatriates temporarily solved the immediate need of the country even if we may say ...all borrowed human capital. The government has to be credited for such a decisive remedial solution to seize opportunities in major frontiers of development. You may have observed the government has made massive infusion of resources to accelerate capacity-building...and it will happen just in time for the next generation to fully benefit from it.

The private sector I'm sure will be a reliable and equally committed partner, especially when the business sector experiences the fruits of government development initiatives. Yes...they will support because they are a part of the entire system... and they will be the last not to enjoy the change and transformation Vision 2030 will bring about. The business sector cannot be insensitive to what the Vision embodies because they stand to lose in any deterioration of national performance...so you can expect the Vision to rally all stakeholders towards capacity-building.

### **Cluster 8: Strategic Direction and Recommendations**

**I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?

**MI:** In my assessment, all pillars are in the right place and in the right time, which means they are all on-target...for this reason every pillar projects inspiring and refreshing success potential. Although I admit further results are yet to be seen, but at least... there are lots of ongoing key actions serving as a stimulus for development stakeholders to respond to. And these key actions put Qatar on the global development map. For example, initiative on economic development has attracted a lot of potential investors and partners; in like manner, our initiative on human development and environmental development are both attracting many foreign development actors; and even in social development, which generally should be an all-Qatar transformation scenario, has also elicited international interest. In the overall, I think all pillars are aligned toward Vision 2030, although I anticipate persistent challenges in the area of human capital development because, in itself, it is a long-term missionary undertaking...but...but...yet I can foresee major relief once our people have internalized the value of what we are doing in human capital development. And our citizens' understanding and appreciation is vital in a change agenda involving altering and reframing of the entire learning infrastructure in Qatar.

**I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** The top three objectives that I can prescribe are: First: Accelerate human capital development over other pillars, because of the centrality of people's competence in human and administrative capacity-building. Second: Earmark and develop an expanded community of Qatari scholars to identified Vision 2030 roles and engage them in actual development assignments, if necessary with foreign expert assistance. Third: Implement responsive measuring and evaluation standards so that each pillar performance can be precisely gauged at any given time. You might wish to note that I am simply echoing what has been considered in Vision 2030 and being acted on now.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** I think it is clear. First: The government should continue its vigilance and unwavering commitment to Vision 2030, because the government serves both as a beacon and inspiring force in the change agenda. Second: Our educational system should put marked premium on vocational training, technical and technology-based courses, including the esoteric field of information and communication technology... Third: We should identify, earmark, develop, and immerse local talents to actual experience in Vision 2030, tapping foreign expert assistance if necessary...What else? Err...Fourth: We should build robust learning, training, and technology infrastructure... and...Fifth: We should adopt...what we call... investment-friendly laws and policies, as well as eliminate business entry barriers like lengthy and difficult processing and accreditation systems...and the last... We should adopt responsive monitoring and evaluation system to track our results, and where necessary, implement corrective measures.

**I:** You have comprehensively addressed my questions. Would you have anything to add?

**MI:** None, I have no more to add. Are you done?

**I:** Yes. Thank you very much for your time. Again, I wish to express that I take it as a great honor and privilege to interview you.

END OF INTERVIEW

## **INTERVIEW TRANSCRIPT**

Serial No. QKI-006-2015

Interviewer: Student

Interviewee: Head, National Research Organization

Date and Time of Interview: September 18, 2015 / 3:00 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your views will definitely enhance the quality of information in my research.

**MI:** You're welcome. It took some time for me to confirm. I'm sure you understand now.

**I:** Yes, quite clear. Let's not discuss further the consent form, but you do understand and voluntarily consent to this session, I'm sure.

**MI:** Of course. I like your persistence and networking skills... Ha, ha, ha. Ok, we can start.

**I:** Again, thank you so much. My first question is:

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** It is considerable. With all modesty, you can visualize the enormity of our level of knowledge about Vision 2030...with us carrying out research initiatives and projects on a national level.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** Vision 2030 is the roadmap, the blueprint of Qatar's journey to a world-class future. It epitomizes a sense of awareness, foresight, sensitivity, and benevolence to address the needs of Qataris...to give them the best of everything...to share with them the bounty of Qatar's natural resources in every major development aspect of life...economic health, human capacity, social viability, and environmental integrity. You will note that what I just said refer to the development corridors of Vision 2030, which I think is internally-focused while being externally ambitious in the desire to give Qataris a new global stature. In summary...Vision 2030 is considerably significant to a new Qatar.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** The barriers that pose anticlimactic threats to Vision 2030 are: inadequate human capital backbone for Qatar; weak institutional framework that impedes delivery of administrative values; and risks of a non-diversified economy, for which I mean our heavy dependence on oil as our controlling source of national revenues. These are formidable barriers, hard to knock down...but the upside is the government has recognized them and has made incredible provisions of all sorts of human, physical, and technological resources to address the issues. It is evident that the government's unique strategy is to let the issues drown on a massive and relentless bombardment of corrective, preventive, and killer solutions...It may take a while, but the government's actions are poised to nip the problem at the bud.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, I am.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I am involved in sound economic management and economic diversification, which is a recent addition to our mission.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** We're on target for sound economic management. On economic diversification, we have started organizing the policy and strategy frameworks, and I'm sure we will have no problem raising it to the next level with reasonable results...as I earlier said, we have considerable knowledge on the issues... and necessarily...we will have to leverage that knowledge to underpin our new mission in economic diversification.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** Yes, it is. The universe of updates and studies we filter and process indicates that Vision 2030 continues to achieve remarkable consistency in modest improvements across all pillars. The improvement may not be phenomenal in dimension, but it is phenomenal in positive consistency...well...it is exhilarating...I would think that is the modicum of achievement expected from each of the people and institutions involved in Vision 2030.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?



**MI:** Human resources development is the most important, and it cannot be relegated to any position or ranking of lower significance. The power of the human brain reigns supreme anywhere...and this applies to the core requirement of Vision 2030. It may not be clearly spelled out in any development document or blueprint that human resources development is the most important, but anyone in the development community will agree that it is the simple reality. For example, in the discipline where we are in...take away our academics, delete our training, and wipe out our work experience, how do you think we can measure up to the exacting demands of research...with all its new challenges? There you can imagine the key point I am trying to get across...it's not an oversimplification...I mean.

**I:** Yeah, I get your point and I share your view. I similarly value human capital sufficiency in any organizational endeavor.

**MI:** Yes, it is a basic necessity that can catapult Vision 2030 to high heavens...in illustrative term.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, I am, of course.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** I go for both human capacity and administrative capacity strategies...we combine them to produce synergistic results. We anchor everything on human capacity and its behavioral underpinnings. I said behavioral because a person may technically have human capacity, but may not have behavioral or attitudinal maturity for the job or function. We maximize human capacity to streamline our administrative capacity, and we totally systematize processes and information access and sharing so that each actionable member of the organization can be helped by the viability of our administrative system...and always remaining at pace and aligned with Vision 2030/

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** The combined strategy has enabled us to: 1. Achieve high level of preparedness to respond and address every requirement that comes to the organization; 2. Perform multi-dimensional roles and handle disparate projects; and 3. Excel on using the SMART framework of specific, measurable, achievable, relevant, and time-bounded goals for our institutional undertakings. These advantages, I would say have been very helpful in maximizing our institutional strengths and in addressing opportunities and threats.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**MI:** I consider the following hierarchy of development needs: 1. Vocational training; 2. Postgraduate degree; 3. International Alliances; 4. Gender balance; 5. Organization diversity; and 6. National literacy.

**I:** Why do you rate vocational training and postgraduate degree as your two topmost development priorities?

**MI:** The two development needs are paramount issues frequently emerging in studies and research works we encounter, which I think make significant sense. Qatar has scant provision for vocational and technical courses in its educational framework, although I would say substantial corrective actions have been initiated and are still undergoing substantial expansion and improvement. Postgraduate degree is equally important...I think this something you and I know...higher education is critical especially where generation education level is low. Those with postgraduate degrees are needed to design and implement, and get involved, in the mission of upgrading the general level of education. Without these higher education degrees and the superior human capital that it engenders, the process of educational system enrichment may be more difficult. This is just a part of the broad contributions postgraduate degree holders can share and deliver in favor of nation-building.

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** Our function is heavy in government and policymaker interaction. We interact with them very much.

### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** Research has sprawling professional environment. For this reason, we cannot be exclusionary. We interact a lot with the private companies since they are a rich source of essential information. In many instances, there are project collaborations that we do with the private sector.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** Again, we hold incontrovertible research evidence that proves government collaboration generates more meaningful contribution to capacity-building...and this scenario draws much added relevance in Qatar because of the centrality of government welfare regime. The government commanding presence in development endeavors, exceeding normal standards of institutional benevolence, commitment, and provision. No comparison... government contributory significance to capacity-building remains unmatched by the private sector.

### **Cluster 7: Lead Agency in Capacity-Building**

- I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.
- MI:** Based on what you can discern from my earlier responses, I believe, in all candor, and with due respect to the private sector, the government should remain in the lead role when it comes to capacity-building...I will also add that the resources, power, authority, and vast networks of the government are beyond the capacity of the private sector to replicate and leverage for capacity-building. I do not discount, but emphasize, the value and necessity of the private sector being in the center of action with the government in strategizing for the transformation of Qatar. We can recognize that the private sector has unique capability which the government can explore and exploit to achieve high levels of capacity-building. Development practitioners would like to see a symbiotic partnership between the government and the private sector because it benefits all parties, all people, all organizations, and all stakeholders in Qatar.

### **Cluster 8: Strategic Direction and Recommendations**

- I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?
- MI:** I can see that Vision 2030 is poised to deliver more appreciable benefits to the people. The potential of each pillar is high as each pillar appears to be in continuous alignment with its rationale, goals, and performance milestones. It is rewarding to see each pillar, despite its disparate orientation from rest, functions in unison with the others with respect to the grand aim of Vision 2030. Economic development remains upbeat although there could be some sluggishness ahead if oil continues to deteriorate...but you know... economic diversification and the sound economic management discipline behind it transcend good readings. Human resources development is up with the government's continuing interventions and redirection

initiatives...just a little bit of patience I guess...the world will see a new learning horizon unfolds in Qatar. Environmental and social development programs are in parallel with economic and human development.

**I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** Within the bounds of our institutional involvement, coupled with my personal assessment, I consider the following major objectives: 1. Expand model learning institutions for training and development of select Qatari talents for public and private sector placement; 2. Adopt performance tracking and appraisal along project development lanes that can serve not only as monitoring and measuring points, but also as sources of learning opportunities for institutional incumbents; and 3. Expand the network of expert assistance in professional disciplines relevant to capacity-building.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** To accelerate economic diversification, on top of the enormous efforts the government has made? I think for purposes of discussion, you cannot be in error if you just remain guided by what the government does or initiates. So, the following can be done: 1. Increase funding for the development of ancillary industries within financial services, education, technology, research, and tourism; 2. Establish pilot economic diversification projects for which local talents can be trained, developed, and positioned; 3. Explore setting up new industrial processing zones and IT villages, extending investments incentives in the process; and 4. Expand strategic alliances for increased inflow of foreign direct investments into Qatar.

**I:** You have comprehensively addressed my questions. Would you have anything to add?

**MI:** No, I have no more to add. But I can entertain a few more questions.

**I:** I am done. Thank you for your time. It's an honor and privilege to interview you.

END OF INTERVIEW

## **INTERVIEW TRANSCRIPT**

Serial No. QKI-007-2015

Interviewer: Student

Interviewee: Director, Human Resources Development

Date and Time of Interview: September 24, 2015 / 3:00 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your views will definitely elevate the quality of information in my research.

**MI:** You're welcome. Thanks for coming over. It's a pleasure to contribute to your research.

**I:** Before we start, may I ask if you have read, understood, and signed the informed consent form that provides your engagement in this interview is voluntary, that you have the option not to answer any of the questions, and you can withdraw anytime.

**MI:** Yes, I do. Otherwise, you won't be here. But I think you're aware of the problem. I can't render any undertaking on that form, not in my 10-year career here.

**I:** I understand. I just needed to go through the motion because of the protocol...on my end. Let's not be bothered by the form. We can start on your go-ahead.

**MI:** Ok, let's start then.

### **Cluster 1: Knowledge of Qatar Vision 2030**

- I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?
- MI:** It's considerable. Because my function is very much related to the core of Qatar Vision 2030, which is human resources development as an enabler of national development and transformation.
- I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?
- MI:** It's very significant, and it continues to increase in value as the implementation beat rises. Vision 2030 is the centerpiece of Qatar's transformation. It's the spindle that gives Qatar the flexibility to move about, look back to its past, assess the present, and foresee its future. I'd say Vision 2030 is a brilliantly conceived model of strategic change as it draws relevance from premiums on people, economy, environment, and society. The strategy has added impetus on technology, knowledge-building, and economic diversification. It's a comprehensive balanced approach to a new beginning after successfully seizing the opportunities of the past... that linger to the present.
- I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?
- MI:** I'd give the term limitations rather than barriers. In limitations, you just need to augment or reinforce what is presently available; whereas, in barrier, you need to dismantle and replace existing provisions, which I think is not the case of Qatar. The limitations that may affect Vision 2030 are: 1. The need to enrich human capital formation; 2. The need to strengthen the institutional mechanism to make it more responsive and aligned to Vision 2030; 3. The need to develop new industries where citizens can be trained and developed for global competitiveness and expedited entry into the private sector; and 4. The need to upgrade existing performance metrics for timely and strategic correction of any problem in the value delivery. I'd emphasize



though that these limitations have been well considered and addressed by Vision 2030...which is progressing amid these limitations. I wonder if I fully addressed your question.

**I:** Yes, you certainly did.

**MI:** Thank you.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, I am engaged in it.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I am involved in Responsible Oil and Gas.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** We're above target...shall we say we're over the desired reference point.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** I'd say it is. Everyone in the development community looks fulfilled...no discussions on adverse variances...no moaning on potential performance slides. I think the modest trajectory of positive accomplishments is national.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** Ah, you know the discipline I came from, so you know the answer. Ha, ha, ha... Kidding aside, it's always human resources development. I'm not saying that economic, social, and environmental development does not matter. It's just that the human intelligence cannot be subservient to all other factors because it is the enabler, the orchestrator of the alignment of all pillars. If you retire the human mind, nothing will happen in the Qatar development agenda. There will be no economic, social, and environmental development to talk about, everything grinds to a halt...and make no mistake...it's not philosophical but a reality that dramatizes my point.

**I:** I agree with you 100%.

**MI:** You need to, because you would not be here if you do not have the intellect... no postgraduate degree to discuss or anticipate.

Laughter: Ha, ha, ha, ha

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, I am...more than familiar.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** We do combined strategy, and it gets results. It cannot be a choice between the two, and neither can it be without strategy. It should be the duality of human and administrative capacities. Human capacity dwells on individual competencies, effectiveness, efficiency, behavior, motivation, and all personal skills; while administrative capacity relates more to institutional effectiveness and efficiency to address people, relationships, systems, processes, technologies, and all other concerns impinging on organizational capacity. It is essential that this duality gets directed to the core mission of a company or development initiative to produce results.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** From an institutional point of view, I think the advantages we derived from the execution of our combined strategy are: 1. We became more circumspect, yet holistic, in our view of what human resources is all about, always seeking the proximate causes of human performance; 2. We became more technology-compliant as we got exposed to the more challenging technological context of HR; and 3. We became highly performance metric-driven, as we learned new monitoring and evaluation tools aiding refinement of human and administrative capacity development approaches.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance

- Organization Diversity

**MI:** I'd take the ranking of development areas in accordance with the following: 1. Vocational training; 2. Postgraduate degree; 3. Organization diversity; 4. Gender balance; 5. International alliance; and 6. National literacy.

**I:** Why do you rate vocational training and postgraduate degree as your two topmost development priorities?

**MI:** It's basic. Any country wanting to be competitive globally and productive internally must embrace vocational and technical content in the people's learning options. Vocational training is rightfully recognized under Vision 2030, so I am simply echoing what has been closely studied and determined earlier as a transformational necessity. The same predicate holds true for postgraduate degree. I had it because I know it's important in strategic career development and in being portable and competitive. I'm sure you're at it for the same reason, or it's a part of your career rationale. So, they are actually choices moored on reality.

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** I interact with government and policymakers very much...as we continuously to collaborate on human capital development opportunities and issues.

### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** I interact a lot with the private companies, in the same discipline that I collaborate with the public sector.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** Based on my dual exposure to both sectors, I'd say it is government collaboration that makes more meaningful contribution to capacity-building.

### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**MI:** I believe government should be at the helm of every capacity-building initiative for national development and transformation. I think there is no other better choice because government has everything to effectively deliver... what the business sector cannot deliver. The dimension of public deliverables is simply astounding. It goes beyond the borders of desired profitability, which the business sector will be generally averse to assume. The government has the luxury

of accepting non-profit project returns for the sake of public good...an investment criterion which will definitely not sit well with the business sector. The conflicting profit and non-profit orientations define the latitude and limitation of each sector in national capacity-building...based on which...government becomes the index for capacity-building.

### **Cluster 8: Strategic Direction and Recommendations**

- I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?
- MI:** I do not see any dysfunction in any of the progress of the four pillars supporting Vision 2030. I think the whole program is on track. Each pillar is producing results, and not one is static in any sense. Each pillar has something to crow about because if the point of reference is the condition at the time of Vision 2030 conception and initial launch, then each pillar has delivered at par with expectation and target. Based on this current performance, it is logical to expect much brighter possibilities are yet to come from each pillar of Vision 2030. Please appreciate that we cannot read the potential without reading the present...you know that's one practice guide I came to imbibe in Qatar...see the present before you take a look at the future. I wonder if you have noticed that in your interactions with local and foreign practitioners in the country.
- I:** Yes, to a great extent...and you know...it's an unassailable professional approach. It gives binding basis to project future events...The margin for error contracts.
- MI:** You're right, and it conveys value...anyway, what's your next question?
- I:** What should be the top three objectives for developing human and administrative capacity in the long-term?
- MI:** The objectives for the development of human and administrative capacity over the long-term can be framed as: 1. Restructure the educational system to allow vocational and technical

courses; 2. Immerse existing and potential local talents to actual work engagements to heighten learning progress, although difficult I think this is being done now to a reasonable degree...same with clothing the educational system with vocational and training courses; 3. Tell the world what we have accomplished in human and administrative capacity development so that more and more participants to Qatar's national transformation can come and share cutting-edge models and approaches; and 4. Celebrate gains with the society, doing high-impact acknowledgment and reward for achievers... so that non-achievers and under-achievers can be attracted to participate, especially in the private sector...an inclusion strategy perfected in the learning crucible.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** Well...I think you can generally replicate what you do in addressing requirements for building human and administrative capacity...fortify learning infrastructure; buttress institutional system; boost new industry development; stimulate public participation; incentivize people and organizations; and monitor as well as evaluate results; and announce to the whole world what the new Qatar is...big and simplistic words, yet fairly reflective of the horizon dawning on Qatar...and note...these thoughts are Vision 2030-enabled...they are there...and results are happening although it may not be in an accelerated pace yet. Did my answer make sense?

**I:** Of course, it did, and you hit the nail by the head. It's perfect.

**MI:** Thank you, you did get my point!

**I:** You have comprehensively addressed my questions. Would you have anything to add?

**MI:** Oh...I have nothing to add. That's been a very healthy conversation.

**I:** I am done. Thank you for your time. It's an honor and privilege to interview you.

END OF INTERVIEW

## **INTERVIEW TRANSCRIPT**

QHRP-008-2015

Interviewer: Student

Interviewee: Training and Development Specialist

Date and Time of Interview: October 24, 2015 / 3:00 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your views will definitely elevate the quality of information in my research.

**MI:** You're welcome. Oh, it's an honor, and a pleasure. Sit down and let's see how I can help you.

**I:** I will not go through the motion of asking you to sign an informed consent form because I was earlier informed of your decision not to accomplish the form. I wish to thank you again for the accommodation, which nevertheless indicates your understanding of the purpose of the interview and your rights in the process.

**MI:** Oh, yes, I do. Thank you also for understanding my position. We can start if you're ready.

**I:** Ok, let's start then.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** It's sufficient. I am in training and development so I know the significance of Vision 2030, especially on human development, which involves education, and vocational training, fields of development our country really needs.



- I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?
- MI:** It's significant. Vision 2030 is our road to the future, the fast lane to build the right social overhead capital we need to transition our economy to the next level. For example, in transport, we need good and talented people in the bureaucracy, but we also need more highways, roads, and other infrastructure to support the mobility of an expanded population and a fast-growing economy. Vision 2030 has all the element pillars to achieve these requirements. It is an opportunity for long –term development and change where the government is at the center of everything.
- I:** Do you think this government thrust is sustainable under the present situation where the oil industry appears to be in a depressed situation?
- MI:** Oh, of course. I think it will improve soon...a worse scenario could be a mid-term freeze in oil prices; but even on that extended oil price drop, I don't think it will be a problem for Qatar. The country has enough safety nets to confront the problem.
- I:** It's great to hear that reassuring message.
- I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?
- MI:** As I earlier said, lack of human capital is the leading problem affecting Vision 2030, an issue that the government has been working on for resolution. The next major barrier, I would think, is our overdependence on oil, which is the main reason why the volatility of oil prices can affect the economy. To this second problem, it is also the reason why the government has undertaken steps toward economic diversification...we cannot do otherwise...we have to develop new industries where we could create new sources of revenues. The third most significant barrier would be the large population of uneducated citizens as a ratio of the national population...but the government is all over this problem as you can see in the

developments going on in this area, including the entry of big name western universities...just a proof that corrections are underway although more are coming on the educational curricula. You will note that the issues are all related to human development supporting our institutional capability.

**I:** Yes, I do. Thank you for your integral view of the situation. It has become much clearer to me.

**MI:** Thank you.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** No, I am engaged human development pillar.

**I:** So, with your focus on human development, you are not in Responsible Oil and Gas, Economic Diversification, or Sound Economic Management of the economic pillar?

**MI:** Yes, you're right.

**I:** Based on your personal knowledge, how would you assess the progress of the economic pillar— above target, on target, or below target?

**MI:** I would think it is below target because we have not significantly put up sustainable number of industries to support the declining oil revenues due to depression in oil prices.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** Oh, yes, it is. The fact that new industries have been put up signals more improvement needs to be done in the economic development front...as foreigners dominate employment, it indicates existing economic issues for resolution in terms of putting Qataris on board for gainful

employment...so it involves double problems of no alternative industries to depend on and no qualified Qataris for gainful work.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** Although I'm in the HR discipline, in the case of present case of Qatar, I'd think it is economic development pillar. In human development, we all know what the problems are and what should be done to them in support of the economic transition. In the economic development pillar, I think we have yet to identify the correct industrial roads to economic diversification...which industries should blend with Qatar's resources and its people, and should answer what are the priorities, how soon can we develop new industries in replacement of or in substantial back-up for the waning popularity of oil due to economic and environmental issues...of course, I do recognize the importance of human development in all economic pillars, but...you know...if you have new industries...you have better capacity to train and upload people to gainful employment and sustainability, as we often call in the development community.

**I:** Yes, it's really a chicken-and-egg situation that seems to complicate development priorities since the pillars are equally important...I think it is a good indicator on the universal relevance of Vision 2030.

**MI:** Yes, you said it. But if you are a practitioner in the field, it becomes a refreshing challenge.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** I am quite familiar with human capacity, but not necessarily with administrative capacity in it whole concept.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** We have human capacity-building strategy only, which involves carefully selecting the people who should work for us; training and updating them... in the different facets of their work and Vision 2030; updating them on the transport industry; engaging them in planning, goal setting, monitoring and evaluation; and encouraging them to collaborate within and outside of our organization. If you think of these interventions for human capacity-building, it is also in the interest of building administrative capacity, although to my mind, it can be more than that.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** With our strategy on human capacity-building, I think we achieved high performance, consistent alignment with Vision 2030, and we became a much more cohesive and collaborative organization, with our people enjoying a vibrant and hopeful environment. The strategy guided our policies and actions, while our monitoring and measurements enabled us to stay on track.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels

- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**MI:** I'd rank them according to the following choices: 1. Postgraduate degree; 2. Vocational training; 3. International alliances; 4. Gender balance; 5. National literacy; and 6. Organization diversity.

**I:** Why do you rate postgraduate degree and vocational training as your two topmost development priorities?

**MI:** It's common knowledge. We lack postgraduate degree holders in government and in the private sectors. We largely depend on foreign expert services for functions of high importance. Our human capital is weak; aside from a small number of highly qualified people in the public sector, it is non-competitive with very limited technical skills and knowledge. We need the two elements to intensify economic activity and accelerate economic growth we really want to succeed early.

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** Regularly... we interact with government and policymakers. It is great the government has become more citizen-focused and inter-generationally conscious...it would seem the government has sensed its continuing role in the lives of people...as provider, protector, and administrator of public welfare.

#### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** We also interact regularly the private sector for many operational and strategic needs, including the development of our people's capacity.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** Definitely it's the government because there is no other agency or sector that has the capacity to invest in capacity-building to the magnitude the government can undertake.

#### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**MI:** The government should lead all forms of capacity-building. Note that only the government has the money to build infrastructure for economic success and pursue total development effort...without having to worry about financial returns...or profit...in contrast to the private sector. Only the government can perform gratuitous act for free, in the interest of the general public.

### **Cluster 8: Strategic Direction and Recommendations**

**I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?

**MI:** I think Vision 2030 has good prospect for success, although one or two pillars could be below target. I can sense it will improve as Qatar remains committed to the great change that it desires. As I said, the country has all the money...you know, it can buy success.

**I:** Yes, I do agree with you. It is just a matter of time, once everything works in alignment with the major preconditions of development.

**MI:** Yes, you're right. If others with less money can do it, why not Qatar with all the standby resources. Yes...it's just a matter of time, hopefully in the mid-term.

**I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** I think these top three objectives for human and administrative capacity, which I now have gotten to appreciate its expanded meaning, should be the improvement of the context of education and its access to everybody; next is the expansion of Qatar's international partnerships and alliances, just like what South Korea did with what is called public-private partnerships; and lastly, the improvement of monitoring and evaluation of Vision 2030 performance, more particularly the performance of each pillar based on specific measures of appraisal...what I mean here is a system of metrics that could accurately tell where each pillar

is in the performance chart. I am sure you will agree with me that, even on an individual basis, it is best to be informed early of our performance in the line of work... so that we will have the opportunity to make adjustments and correct the situation.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** There are many things that can be done to accelerate economic diversification like: attracting foreign investments to build vital infrastructure; changing the educational system or curricular to make it more compliant with people's needs; strengthening the monitoring and evaluation of national performance for better focusing; creating new investment-friendly laws and more responsive institutions; ensuring stronger government vigilance and commitment to change; providing tax incentives and perks for investors; developing new technologies; and embracing globalization. With all these areas of improvement addressed, I do not see any reason why we should fail.

**I:** I fully agree with you, although we both know it's a great challenge for all.

**MI:** You said it, but I think Qatar will win.

**I:** You have comprehensively addressed my questions. Would you have anything to add?

**MI:** Oh...none at all. It's a great interaction.

**I:** Thank you so much for your time. It's an honor and privilege to interview you.

END OF INTERVIEW

## **INTERVIEW TRANSCRIPT**

QKI-009-2015

Interviewer: Student

Interviewee: Education Executive



Date and Time of Interview: October 25, 2015 / 3:00 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your views will definitely elevate the quality of information in my research.

**MI:** You're welcome. I'm terribly sorry for not being able to accommodate your earlier interview schedule in September. I've been quite busy.

**I:** It's not a problem. In fact, I feel very much indebted to you for giving me this opportunity despite your hectic schedule. Again, thank you very much.

**MI:** What can I do to best help you? I have read the informed consent request, but just like the others, let's proceed without that.

**I:** No problem with that, I can understand the rationale. We can start now if you're ready.

**MI:** Ok, let's start.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** Of course, it's considerable, down to the bits and pieces of it. I have to because of its importance where I personally and the institution I represent need to contribute in no little way.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** It's a very significant strategy to catapult a nation. It's a well-balanced view of what Qatar is and what Qatar should be. Vision 2030 attracts the world to Qatar and has magnetic effect on international investors and partners. It's a fairly complete competency kit to face the future, to secure intergenerational fairness, and to satisfy the preconditions to economic growth. We must excel in its execution lest we lost all opportunity to see the future we all cherish.

**I:** Your confidence is so inspiring. I wish they all happen in our time.

**MI:** Well, it may not be all...but I'm sure in our time, we can feel some appreciable and credible gains that we can be proud of as we continue to work as part of the solution. It is us who can be depended on who should share most. Society lacks human capital, and if we care less, we will never have the readiness to face the future...preparedness is always vital.

**I:** I totally agree with you. It's a great challenge for the present generation.

**MI:** Yes, it is...that's why I always emphasize on consistent quality of thought and quality of action... what Qatar exactly needs across the bureaucracy.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** I can see three factors: lack of human capital, as I mentioned earlier; weak administrative capacity, well of course because of lack of human capital although we are mitigated in this are by borrowed know-how of foreigners; and lastly, we still lack the means, or shall we say ways to accelerate human resources development. Fundamentally, all three factors fall within the realm of human development pillar. It is where we education plays a pivotal role, from lower to higher education system.

**I:** You mentioned about know-how of foreigners working in Qatar, would you consider this as an important factor in addressing Qatar's limited or weak human capital.

**MI:** Yes, to a large extent, by their sheer ratio to the national population you can imagine the significance. I however consider this as a long temporary situation which we have to live with because it helps the process of change; otherwise, we have not much human capital to speak of.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** No, I am working on the human development pillar of Vision 2030.

**I:** So, with your focus on human development, you are not in Responsible Oil and Gas, Economic Diversification, or Sound Economic Management of the economic pillar?

**MI:** Yes, totally I am not in any one of them.

**I:** Based on your personal knowledge, how would you assess the progress of the economic pillar– above target, on target, or below target?

**MI:** Like us, they are on target, which is motivating.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** Yes, it's a national trend based on feedbacks that we come across with. Every pillar has its own of goals and targets to achieve. As far as I can recall, all pillars meet targets, and a number even exceeded these gauges...although not very significantly...but still a noteworthy accomplishment.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** Most people would pick human development because that is central to everything; but as an educator who knows we have identified and started what should be done to correct our human capital problem, I think the economic development pillar is...the most urgent and important development... frontier to approach and establish bases in. If we can jumpstart the creation of new industries, by way of economic diversification, well, we can originate not only new sources of earnings, but also new sources of learning...for the many Qataris needing direct initiation to operational industries. It is a fact that new industries and new business, and the vocational trades they include, promote sustainable learning and competitiveness, and necessarily greater employment and entrepreneurship opportunities.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, I am quite familiar with their combined strategic significance.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** Yes, we adopt a combined strategy for building human and administrative capacity. More particularly, we engage in strategy development and management; corporate and organizational management, Balance Scorecard, and human resource development activities for strategic preparedness and readiness.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** With our combined strategy, we heightened our level of performance in terms of more accomplishments being on target and more multi-faceted engagements being addressed on a team basis; we became more professional in our approach... and...you know accountable for the results of what we do; and the quality of our output has significantly risen from what we used to attain...I'd say at individual and institutional levels.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**MI:** I'd rank the development areas based on the following order of priorities: 1. International alliances; 2. Vocational training; 3. Gender balance; 4. Organizational diversity; 5. Post-graduate education; 6. National literacy

**I:** Why do you rate international alliances and vocational training as your two topmost development priorities?

**MI:** Well, because international alliances immediately bring in money, competencies, skills, technology, and other economic opportunities that can minimize the use of government resources for expansion, which Qatar needs with the ongoing depression of oil prices. I think,

international alliances represent insurance for the future. I ranked vocational training as a second topmost priority because that is what Qataris need to immediately compete and get employed, or get engaged as small business entrepreneurs.

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** We interact with government and policymakers very much. Collaboration with government opens access to developments in globalization, which is very important in the field of education. We have to keep aligned with new knowledge, technological progress, research developments, and scientific breakthroughs happening elsewhere around the globe; otherwise, we will be left out as we cannot build and share knowledge.

#### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

- MI:** We interact with private companies a lot. The private sector is a purveyor of new information and knowledge that frequently are not available in the public sector. Like public sector collaboration, private sector collaboration promotes ease in building pathways to globalization.
- I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?
- MI:** Of course, it's the government. The government has the needed resources to undertake extensive capacity-building, which even if a private has the resources, the intervention is limited in scope and is usually to serve their profit interest; with the government, it is always for public welfare.

#### **Cluster 7: Lead Agency in Capacity-Building**

- I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.
- MI:** It is the government that should lead capacity-building. The government is the best agency to address preconditions to economic growth and change. It is the government that has the right institutional personality to expand international partnerships for continued development and capacity-building, which involves commitment of massive resources and institutional support. Even if the government may lack human capital quality, it can always resort to imported expert services as what Qatar has been doing.

#### **Cluster 8: Strategic Direction and Recommendations**

- I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?

**MI:** Based on available reports of Vision 2030, all pillars perform according to expectation, which means all pillars manifest impressive success potential...I think...this particular performance outlook has been substantiated by reports from international agencies. While there is commonality of reports that the progress is not outstanding, it, however, shows above-target accomplishments. On the whole, we can say that Vision 2030 is steadily progressing...I hope that trend behaves in a time series manner.

**I:** Why do you anticipate any adverse development that can shut off the healthy trend?

**MI:** No, nothing that I can think of, except for the extended oil price slump. It may not warrant unreasonable fear, but whether we like it or not, oil price improvement is very important for the economy of Qatar. While the country has much of an economic buffer, still, the oil price slump is a problem, which undermines our strategic preparedness.

**I:** I think that is a very valid observation, and I also wish that the oil situation could change within the immediate future.

**I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** I think the three topmost objectives should be: to reevaluate and change the educational curricula; to develop new non-oil businesses; and to intensify building strategic alliances and partnerships. These are basic development areas that could provide support to the strengthening of the economic pillar at the earliest possible time, while an upgraded human capital helps secure our intergenerational heritage.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** I can cite several ways that we can focus on with regard to accelerating economic diversification, and these are: attracting more international alliances, partnerships, and investments to Qatar; improving education and vocational training; institutionalizing the



monitoring and evaluation of Vision 2030 performance; providing incentives to foreign investors and partners; encouraging entry of new technologies; and sustaining the impact of globalization, as well as access to knowledge economy.

**I:** I think you have comprehensively addressed my questions. Would you have anything to add on any of our topics?

**MI:** I have nothing to add, except to say that I enjoyed our interaction. My best wishes to your thesis.

**I:** Thank you so much for your time. It's an honor and privilege to interview you.

END OF INTERVIEW

## **INTERVIEW TRANSCRIPT**

QKI-010-2015

Interviewer: Student

Interviewee: Ministry of Economy and Commerce

Date and Time of Interview: October 28, 2015 / 3:00 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your views will definitely elevate the quality of information in my research.

**MI:** Oh, Thank you and you're welcome. Congratulations for what you are doing! It's a great stride.

**I:** Thank you. Yes, a great challenge with a fulfilling promise, if you use it right as they say. I'm sure I'll do just that for the greater good.

**MI:** Good. So, what can I can contribute for the greater good...Ha, ha-ha, ha.

**I:** Again, thank you so much. I suppose you've read on the informed consent form. While I would not request you to accomplish it since I have been earlier by your assistant on the decision about it, I just want to know from you if you are aware of the purpose of the interview and your rights in the process as contained in the form.

**MI:** Oh, yes...yes. No problem with that. I do understand everything, don't worry I's not invoke my rights against you...ha, ha, ha, ha. Ok, we can start now.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** It's considerable. That's what we should possess, share, and put to good use. Remember we promote trade and commerce in furtherance of our economy...so the level and quality of our knowledge on Vision 2030 can never be half-baked. It's a continuing education that seeks to update and stay relevant all the time.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** I'd consider it to be very significant on the whole. It is an expansive national strategy. It seeks to build Qatar from the gains of our oil dependency to new heights of a diversified economy. It builds everything from human capital to social overhead capital...all for current alignment and growth in favor of the future...big words...but that is what Vision 2030 is all about...large-scale change for a great future and intergenerational fairness.

**I:** You have summed it up quite clearly...that just reinforced your considerable grasp of the subject of Vision 2030 and strategic change.

**MI:** Yes, there is no other way because I consider our role as missionary...as Qatar slowly and carefully moves through the thorny process of change...It is important that we must pack knowledge to build the trust and confidence of our people. If there is no trust among us...well, there is no progress and success in the development front.

**I:** I agree with you, although you know Qataris trust the government.

**MI:** Oh, yes...but still we have to perform, and as far as we can, we should be all-knowing when it comes to Vision 2030. Without that level of knowledge and capacity as a public servant of responsibility, we will destroy that trust.

**I:** I totally agree with you.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** To me, the three most important barriers to the success of Vision 2030 would be weak human capital; inferior institutional capacity; and a large population that needs education.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, I am working on the economic development pillar.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I am engaged in Economic Diversification

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** We are on target;at least, we have not performed below par.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** Yes, it's a national trend, although the improvements are small, but they are consistently progressing...we foresee that we can stimulate new industries to emerge at a much faster rate...that would be a good starting enabler to economic diversification.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** I am in the economic pillar, but I think human development would be the most important for the success of Vision 2030. It's fundamental but very important for all development pillars. We should have high quality human capital in each pillar. It's our mid-term to long-term goal.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, I am familiar with the concepts, and I do engage in strengthening them, especially at the institutional level.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** Yes, we use them in an integral framework. You cannot focus on one strategy only; you have to consider both the human and institutional sides of the capacity-building agenda. You cannot have a flawless integration if you look at only one direction.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** In using both strategies, I think we produced a lot of benefits, the more important ones pertained to very impressive improvement in individual and institutional performance; secondly, it helps the Ministry to become more open, while getting more cohesive and collaborative. I think the combined strategies gave us a strong sense of organizational optimism and confidence, coupled with individual initiative and resourcefulness. The third advantage I could sense and experience is the heightened exercise of employee professionalism...which I think emerges from such optimism and confidence about our value as individuals and as a support institution to Vision 2030.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance

- Organization Diversity

**MI:** Based on what I can sense and see, I'd rank them in the order of: 1. International alliances; 2. Vocational training; 3. Gender balance; 4. Organization diversity; 5. National literacy; 6. Postgraduate education.

**I:** Why do you rate international alliances and vocational training as your two topmost development priorities?

**MI:** International alliances supplements our strengths, hides or plays down our weaknesses, and enable us to conserve our financial resources as we resort to the use of foreign capital even if it may be to the extent of the full amount of a particular government project. I considered vocational training as another top priority because the lack of it is the reason why many Qataris cannot effectively compete locally and internationally. I think what happens is... because Qataris do not have the skills...and only a few prefer to work in the private sector due to their being intimidated by private sector engagement; so, companies are forced to import foreign workers, who generally are also unskilled. With adequate vocational training, Qataris become more competitive and employable.

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** We collaborate with government and policymakers very much...as part of our mandate. We have to be interconnected across the bureaucracy, we coexist with all public agencies for operational and strategic considerations, and of course for quality of performance results in a consistent manner.

#### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** We deal and collaborate a lot with private companies. It is a functional necessity that we need to pursue with vigilance and purpose. A well-collaborated public-private initiative means a strong union of two sectors that can power up economic transition effort.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** It's the government, without doubt. I can see no reason why it should be the private sector...and should always be with the political and socio-economic conditions of Qatar.

#### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**MI:** Yes, the government should lead the task of capacity-building, and not the private sector. The government holds all the aces. Without the government, the private sector cannot assume the enormity of addressing the economic development challenge. Economic development is a missionary journey...which is beyond the ambit of private sector's profit interest. The government traverses the road it builds toward economic transition, and in the journey, the private sector plays a supportive role only. For Qatar, to achieve fast and better managed development, I still believe big government is better than small government; after all, it has an unequivocal constitutional mandate.

### **Cluster 8: Strategic Direction and Recommendations**

**I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?

**MI:** Based on Vision 2030 updates, all pillars perform on-target. I think every pillar is moving slowly but surely toward the strategic intent of Vision 2030. The succeeding phase should be predicated on the context and quality of what is being done to achieve consistent improvement...even if they could be fractional success...much better than failure or negative performance. I think you will agree that an ounce of success is much better than an ounce of failure, especially the oil situation tightens.

**I:** I completely agree with you. Success now is a good enabler of transition to the next level.

**I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** The top three objectives for developing human and administrative capacity, to my mind and to my appreciation of the Qatar' socio-economic situation, are to: 1. Change and strengthen educational system; 2. Intensify economic diversification; and 3. Improve monitoring, measurement, and correction of performance. These three factors should work in unison to significantly develop human and administrative capacity.



- I:** What do you think should be done to accelerate the economic diversification in Qatar?
- MI:** Economic diversification requires multi-dimensional solution which should include: enticing foreign investments entry; improving or changing educational curricula or system; improving monitoring and evaluation of institutional performance; increasing international alliances and partnerships with reliable development stakeholders; expanding investment incentive and tax incentives; bringing in new technologies from abroad; and going for a globalized view of the economy. I would think this may not be the exact list of prescriptions; however, I maintain that this is a compelling list that can support faster economic transition. As you will note, they are a representation of approaches to issues on weak human capital, low institutional effectiveness, oil dependency, low technology intake, and foreign investment inadequacy. Do you agree?
- I:** Yes, it's a comprehensive prescription list that addresses the key issues affecting Vision 2030, and for that matter, Qatar.
- I:** I think you have comprehensively addressed my questions. Would you have anything to add on any of our topics?
- MI:** Oh, we're done. No, I have nothing to add. It's a great interaction. Again, my congratulations for what you are doing.
- I:** Thank you so much for your time. It's an honor and privilege to interview you.

END OF INTERVIEW

## **INTERVIEW TRANSCRIPT**

QKI-011-2017

Interviewer: Student

Interviewee: Deputy Head, Training and Career Development

Date and Time of Interview: May 3, 2017 / 3:45 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Hope your afternoon is fine. Thank you so much for your time and your availability of the interview. Your views will definitely uplift the excellence of information in my research.

**MI:** I am willing to give you any information of much significance in your project because its can aid us inpushing Vision 2030 to greater heights.

**I:** Yeah, we are actually in the same line of thinking see the grand vision succeeds.

**MI:** Good.

**I:** Again, thank you so much. Having gone through my consent and I would like us to commence the interview session

**MI:** Ok, we can start now.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** Definitely, its considerable fact that I cannot refute as it is part of our role

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** In a scale rating of one to ten, I would consider the significance rating to ten. This is because it seeks taking the economy of the country to greater heights.

**I:** You have summed it up quite clearly...that just reinforced your considerable grasp of the subject of Vision 2030 and strategic change.

**MI:** Yes, there is no other way because I consider our role as missionary...as Qatar slowly and carefully moves through the thorny process of change...It is important that we must pack knowledge to build the trust and confidence of our people. If there is no trust among us...well, there is no progress and success in the development front.

**I:** I agree with you, although you know Qataris trust the government.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** Matters of economy in the country

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** We are very much on target.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** Yes, I think it is. I think on think on a national basis progress is within target. We are relentless and focused.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** I am in the not sure but I guess I am an economic pillar.

**Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Definitely we do.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** Yes, as I have mentioned previously the use of combined strategy under this scenario functions as strategic enablers for the four pillars of Vision 2030. Therefore, we cannot deliver anything to society in accordance with our mandate. For instance, sidelining the role of training and career development, address administrative and human capacity in the national development agenda.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** Mmmmmhhh...first, the strategies have made the quality of our work consistently high in terms of content, accuracy, and relevance; secondly, we remain connected with Vision 2030; and thirdly, our people have become more cohesive, collaborative, and confident...they seem to have become more excited about the future. Well... perhaps, because they feel they have sustainable skills to handle the demands of our function and the requirements of Vision 2030...I think all want to be part of the solution

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**MI:** My opinion is: 1. Vocational training; 2. Organization diversity; 3. Gender balance; 4. Postgraduate education; 5. International alliances; and 6. National literacy.

**I:** Why do you rate Vocational training and Organization diversity as your two topmost development priorities?

**MI:** Actually...vocational training and Organization diversity is what Qatar significantly needs in its educational platform and in its human development program. Vocational training and Organization diversity will uplift human capital and make our people more competitive elsewhere. I consider international alliances with great importance because we need many strategic partnerships...to improve on weaknesses and accelerate skills and technology transfers. As we discussed, Qatar does not have sufficient human capital to manage a great national fortune from slipping our hands...and it is the fundamental reason, apart from constitutional mandate, that our government exercises completely hands-on intervention in the transformation ring.

### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** Yes, it's important we interact with policymakers as a matter of national policy and institutional necessity. As you navigate through the public-sector network, even with your interviews, you will note and be glad that the system oozes with interaction.

### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** Our interaction with private companies makes us pursue a collaborative culture in line with our institutional function.

**I:** In your observation, which makes contribution that is more meaningful to capacity building – government or private sector collaboration?

**MI:** viewing the precepts of Vision 2030, I would categorically say it is government collaboration. However, importance of private sector collaboration is not left behind since without its support, capacity-building on a national scale becomes even more difficult. Again, while government collaboration prevails in capacity-building contribution, private sector collaboration provides valuable additional contribution.

#### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**MI:** yes. It is the government's role to lead capacity building, with the private sector playing a supportive but intense role. You know, it is only the government that has the capacity and the resources.

#### **Cluster 8: Strategic Direction and Recommendations**

**I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?

**MI:** all pillars have potential for success, although I wish they could happen in a synchronized manner so that the country could realize the full impact of the Vision.

**I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** I think the first would be to develop and strengthen our educational system with vocational and technical training, and other disciplines that should make our people globally competitive. The second objective would be to strengthen and expand strategic alliances with local and foreign partners to help us build on our weaknesses and effectively. third objective would be

to develop non-oil-based industries that can hasten economic diversification and employ Qataris gainfully across industries.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** We should continue attracting investors and multinational companies to come in and make direct investments, apart from introducing their industry know-how in Qatar. These companies should be made to absorb qualified Qataris for local employment, with preferential priority over foreign workers...and this is where human development rises as a national priority

**I:** Do you want to make additional information?

**MI:** Oh, we're done. No, I have nothing to add.

**I:** Thank you so much for your time.

END OF INTERVIEW

#### **INTERVIEW TRANSCRIPT**

QKI-012-2017

Interviewer: Student

Interviewee: Deputy Head, Public Relations and Communication

Date and Time of Interview: June 4, 2017 / 4:35 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your views will definitely elevate the quality of information in my research.

**MI:** Oh, Thank you and you're welcome. Congratulations for what you are doing! It's a great stride.



**I:** Thank you. Yes, a great challenge with a fulfilling promise, if you use it right as they say. I'm sure I'll do just that for the greater good.

**MI:** Good. So, what can I can contribute for the greater good...Ha, ha-ha, ha.

**I:** Again, thank you so much. I suppose you've read on the informed consent form. While I would not request you to accomplish it since I have been earlier by your assistant on the decision about it, I just want to know from you if you are aware of the purpose of the interview and your rights in the process as contained in the form.

**MI:** Oh, yes...yes. No problem with that. I do understand everything, don't worry I's not invoke my rights against you...ha, ha, ha, ha. Ok, we can start now.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** It's considerable. That's what we should possess, share, and put to good use. Remember we promote trade and commerce in furtherance of our economy...so the level and quality of our knowledge on Vision 2030 can never be half-baked. A continuing education seeks to update and stay relevant all the time.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** I'd consider it to be very significant on the whole. It is an expansive national strategy. It seeks to build Qatar from the gains of our oil dependency to new heights of a diversified economy. It builds everything from human capital to social overhead capital...all for current alignment and

growth in favor of the future...big words...but that is what Vision 2030 is all about...large-scale change for a great future and intergenerational fairness.

**I:** You have summed it up quite clearly...that just reinforced your considerable grasp of the subject of Vision 2030 and strategic change.

**MI:** Yes, there is no other way because I consider our role as missionary...as Qatar slowly and carefully moves through the thorny process of change...It is important that we must pack knowledge to build the trust and confidence of our people. If there is no trust among us...well, there is no progress and success in the development front.

**I:** I agree with you, although you know Qataris trust the government.

**MI:** Oh, yes...but still we have to perform, and as far as we can, we should be all-knowing when it comes to Vision 2030. Without that level of knowledge and capacity as a public servant of responsibility, we will destroy that trust.

**I:** I totally agree with you.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** To me, the three most important barriers to the success of Vision 2030 would be weak human capital; inferior institutional capacity; and a large population that needs education.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, I am working on the economic development pillar.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I am engaged in Economic Diversification

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** We are on target; at least, we have not performed below par.

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** Yes, it's a national trend, although the improvements are small, but they are consistently progressing...we foresee that we can stimulate new industries to emerge at a much faster rate...that would be a good starting enabler to economic diversification.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** I am in the economic pillar, but I think human development would be the most important for the success of Vision 2030. It's fundamental but very important for all development pillars. We should have high quality human capital in each pillar. It's our mid-term to long-term goal.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, I am familiar with the concepts, and I do engage in strengthening them, especially at the institutional level.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** Yes, we use them in an integral framework. You cannot focus on one strategy only; you have to consider both the human and institutional sides of the capacity-building agenda. You cannot have a flawless integration if you look at only one direction.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** In using both strategies, I think we produced a lot of benefits, the more important ones pertained to very impressive improvement in individual and institutional performance; secondly, it helps the Ministry to become more open, while getting more cohesive and collaborative. I think the combined strategies gave us a strong sense of organizational optimism and confidence, coupled with individual initiative and resourcefulness. The third advantage I could sense and experience is the heightened exercise of employee professionalism...which I think emerges from such optimism and confidence about our value as individuals and as a support institution to Vision 2030.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels

- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**MI:** Based on what I can sense and see, I'd rank them in the order of: 1. International alliances; 2. Vocational training; 3. Gender balance; 4. Organization diversity; 5. National literacy; 6. Postgraduate education.

**I:** Why do you rate international alliances and vocational training as your two topmost development priorities?

**MI:** International alliances supplements our strengths, hides or plays down our weaknesses, and enable us to conserve our financial resources as we resort to the use of foreign capital even if it may be to the extent of the full amount of a particular government project. I considered vocational training as another top priority because the lack of it is the reason why many Qataris cannot effectively compete locally and internationally. I think what happens is... because Qataris do not have the skills...and only a few prefer to work in the private sector due to their being intimidated by private sector engagement; so, companies are forced to import foreign workers, who generally are also unskilled. With adequate vocational training, Qataris become more competitive and employable.

### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot

- Very Much

**MI:** We collaborate with government and policymakers very much...as part of our mandate. We have to be interconnected across the bureaucracy, we coexist with all public agencies for operational and strategic considerations, and of course for quality of performance results in a consistent manner.

### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** We deal and collaborate a lot with private companies. It is a functional necessity that we need to pursue with vigilance and purpose. A well-collaborated public-private initiative means a strong union of two sectors that can power up economic transition effort.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** It's the government, without doubt. I can see no reason why it should be the private sector...and should always be with the political and socio-economic conditions of Qatar.

## **Cluster 7: Lead Agency in Capacity-Building**

- I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.
- MI:** Yes, the government should lead the task of capacity-building, and not the private sector. The government holds all the aces. Without the government, the private sector cannot assume the enormity of addressing the economic development challenge. Economic development is a missionary journey...which is beyond the ambit of private sector's profit interest. The government traverses the road it builds toward economic transition, and in the journey, the private sector plays a supportive role only. For Qatar, to achieve fast and better managed development, I still believe big government is better than small government; after all, it has an unequivocal constitutional mandate.

## **Cluster 8: Strategic Direction and Recommendations**

- I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?
- MI:** Based on Vision 2030 updates, all pillars perform on-target. I think every pillar is moving slowly but surely toward the strategic intent of Vision 2030. The succeeding phase should be predicated on the context and quality of what is being done to achieve consistent improvement...even if they could be fractional success...much better than failure or negative performance.
- I:** No objection let's move to the next level.
- I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** The top three objectives for developing human and administrative capacity, to my mind and to my appreciation of the Qatar' socio-economic situation, are to: 1. Change and strengthen educational system; 2. Intensify economic diversification; and 3. Improve monitoring, measurement, and correction of performance. These three factors should work in unison to significantly develop human and administrative capacity.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** Bringing in new technologies from abroad; and going for a globalized view of the economy. I would think this may not be the exact list of prescriptions; however, I maintain that this is a compelling list that can support faster economic transition. As you will note, they are a representation of approaches to issues on weak human capital, low institutional effectiveness, oil dependency, low technology intake, and foreign investment inadequacy. Do you agree?

**I:** Yes, it's a comprehensive prescription list that addresses the key issues affecting Vision 2030, and for that matter, Qatar.

**I:** I think you have comprehensively addressed my questions. Would you have anything to add on any of our topics?

**MI:** Oh, we're done. It was a great interaction.

**I:** Thank you so much for your time.

END OF INTERVIEW

Serial No. EKI-013-2017

Interviewer: Student

Interviewee: Director International Human Resources

Date and Time of Interview: May 8, 2017 / 4:30 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar



Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your participation will be of much significance in my research.

**MI:** very much welcomed.

**I:** Thank you so much.

**I:** Before we start, I wish to confirm if you have read, understood, and signed the informed consent form, which provides that your engagement in this interview is voluntary, and that you can exercise the option not to answer any question and you can withdraw from the interview anytime.

**MI:** Oh... yes. I had read it, and I do understand and consent to everything. You can indicate there my role, but not my name and signature. I'm a director and I'm involved in lots of client interventions.

**I:** It's ok. I can understand your position. I'm sure you also understand the necessity of my having to ask you on the consent form.

**MI:** Yeah , I know...but at times, we may be compelled to bend the rules because the interviewee has to contend with considerable factors...and has a lot to lose. I don't how you will manage it, but with me that is how it should be. I'm no longer academically engaged, and I now thrive in a very different environment.

**I:** Yes, I agree. Shall we start now?

**MI:** Of course.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** I'd say considerable. I have been everywhere in my capacity, covering all pillars of the Vision.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** As you we can see, there is no turning back...the Vision has to proceed in full scale and the four pillars of economic, human resources, social, and environmental development have to be firmly grounded to withstand the power of countervailing external forces. Vision 2030 is a representation of potential solutions to the major barriers that restrict the growth of Qatar...despite its enormous resources. Going deep into the heart of Vision 2030, it has paradoxical context...it is what Qatar is, yet it is what Qatar will be.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** I may be exaggerating the issue, but it appears that the people has reposed everything on the government even if it is apparent that government engages a new development path needing their spirited participation. I would consider this first barrier as...the “contentment effect” of long running period of economic prosperity. As I personally view the situation, the major barriers to the success of Vision 2030, will be: First, there is some sense of complacency and fixation among Qataris to improve their intellectual capacity.

The second barrier is the low level of Qatari education. People appear to have lost the motivation and confidence to work in the private sector because they do not have the skills to grow and compete in that environment. This issue has some compelling social complications because the withdrawal of Qataris from the private sector will simply compound the ranks of expatriates in the labor market, which then tends to marginalize Qataris.

The third barrier relates to of time. The development needs of Qatar are immediate, but solutions, though clearly identified, are long-term engagements.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yeah, sure

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I am working on Responsible Oil and Gas.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** In my perspective, We are a bit...a little bit above target. I'd say we're on track.

**I:** Would you say the progress situation you have described represents a national trend?

**MI:** I'd think so. I'd say that is the net effect of being focused on the Vision. Every development player does the role according to the charter of his or her respective pillars.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** If you view the transformation issue at the core, it is clearly human resources development. I'd say it is the springboard for all pillars to reach the summit of institutional performance, and even to scaling new heights from the apex of Vision 2030. It is a never-ending process of continuing improvement and definitely, human capital remains the key enabler from emaciated beginnings to engaging stretched goals from the point of demonstrated accomplishment. It's been a long shot all the way...but the lines, the paths are clear...I'd say human resources development can integrally empower all other pillars to strategic durability for the success of Vision 2030. The pillars are as strong as the combined strength of the human intellect that should safeguard the strategic integrity of the Vision's development pillars.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, I am more than familiar. Administrative and human capacity development are two core concepts especially in a national development context.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** As I shared earlier, we are guided by combined human and administrative strategic framework. By human capacity development strategy, we focus on the people, on the individual, so that each person develops and owns unique and predictable personal capacity to relate to the development themes of the Vision...and to the persistent pressures of globalization for sustainable competitiveness.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**FI:** I'd say our use of the combined strategy produced significant advantages, and these would relate to: First: It made us a lot more collaborative to the extent of being a critical thinking, yet cohesive, organization, with abiding focus on the mission of the economic pillar. Second: The combined strategy made us professionally tolerant and receptive to competing views without losing sight of what really needs to be done in the right manner.

Third: It made us truly professional in our approach, in an environment of Qataris and expatriates, as we transition to key actions bounded by specific, measurable, achievable, relevant, and time-based institutional objectives...smart goals for a smart organization.

**I:** Yeah, that's more about soft skills of people in the organization that produce good behavior towards good attitude...difficult to track but gratifying when achieved.

**MI:** Yes! that's why we value monitoring.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**FI:** I'd rank the development areas as follows: 1. Vocational training 2. Gender balance; 3. Postgraduate degree; 4. International alliances; 5. Organization diversity; and 6. National literacy levels.

**I:** Why do you rate gender balance and vocational training as your two topmost development priorities?

**FI:** I see gender balance as a necessity because with limited women in senior executive job placement and career development, Qatar may not optimally capitalize on a rich source of human and administrative skills. There are many bright, gifted, and academically accomplished Qatari women who can be made to participate in capacity-building since they can expand what we call the...the...human capital stock. It may still be a cultural novelty, but necessity tells gender balance should run as an accepted Qatar reality. Postgraduate degree is important across different levels of public and private sector organizations. Without being

biased, postgraduate degree is an index of personal capacity, values, vision, priority, ambition, competitiveness, initiative, determination energy, and motivation. In your pursuit of your postgraduate degree, I'm sure you sport many if not all of these traits or qualities.

**I:** I certainly do, without being biased too.

**MI:** Yes

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**FI:** I collaborate and engage policymakers very much in matters pertaining to human and administrative capacity-building because...as you know...there's a lot of it going on in the public sector as mandated by Vision 2030.

#### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** I am more in businesses sector because of similar engagements. At times, it is less taxing in the business sector because the issues are less extensive in dimension.

**I:** So, you seem to have covered all the bases in Qatar.

**MI:** Yes, but government intervention is a lot more interesting and gratifying because you know you are doing a lofty missionary work where a multitude of people will benefit.

**I:** In your observation, which makes contribution that is more meaningful to capacity building – government or private sector collaboration?

**MI:** Government collaboration yields much greater meaningful contribution to capacity-building...which...I think is an area reserved for government benevolence.

#### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**MI:** According to my explanation, capacity-building is a government territory, more particularly if we consider Qatar's framework of constitutional monarchy. There's some sensitivity in this inclusion strategy as it tends to sideline Qataris...but it's temporary and can be addressed in not too distant future.

**I:** Would you say there are also appreciable emergent results?

**MI:** Yes, It's bad if everything falters to mediocre performance...but it's not. The development bets at stake are enormous, but ...you know...the windfall of benefits rises many times over the bets...although at this time it may be...as I said... fractional or shall we say... in consistent trickles after having struggled with rock-bottom human and administrative start-up capacity.

## **Cluster 8: Strategic Direction and Recommendations**

- I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?
- MI:** I just summed up the situation when I said that Qatar has gone above start-up development capacity... and this succinctly means much has improved from humble beginnings...whether it is in economic, human, social, or environmental development fields...and this trend represent a visible potential for an all-pillar attainment of purpose. While the positive outcome in each pillar may be fractional, the consistency of increasing improvement cannot be overlooked. I see economic diversification within the economic pillar having some headway, if not breakaway potential, over other centerpiece programs. Environmental development is happening; human resources development is weaving through barriers even from the point of conception' and social development, although really...it comes at the tail end...has gotten appreciable push. The emerging growth and change would continue, not unless a highly remote major tragedy devastates the oil industry...Qatar's largest source of economic prosperity.
- I:** What should be the top three objectives for developing human and administrative capacity in the long-term?
- MI:** First: reduce the gap between Vision 2030's human capital requirements and Qatar's available human capital stock. Development becomes an insurmountable mission with weak human capital base. Second: elevate institutional capacity to allow development processes and collaboration to proceed with predictability of favorable outcomes. Third: establish indicative monitoring and evaluation.
- I:** What do you think should be done to accelerate the economic diversification in Qatar?



**MI:** Well...I think...it involves fairly similar success recipe for each pillar. Strengthen human and administrative capacity, where you, as a student, are very interested in.

**I:** You have completely addressed my questions. Would you have anything to add?

**MI:** None so far. I hope my piece would help you in your dissertation.

**I:** Thank you very much for your time. It is as a great honor and privilege to interview you.

**MI:** You're welcome.

END OF INTERVIEW

### **INTERVIEW TRANSCRIPT**

Serial No. QKI-014-2017

Interviewer: Student

Interviewee: Deputy Head, Human Resources Planning

Date and Time of Interview: May 10, 2017 / 4:10 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Thank you so much for making yourself available for this interview. Your views will definitely enhance the quality of information in my research work.

**MI:** You're welcome. By the way, I read the consent form. I don't think it is necessary coz I had seen it.

**I:** Well... we can skip the process if you want it that way. But you do understand and consent to the provisions of the form for this interview?

**MI:** Yes,. I just don't want my views being floated around and commented on.

**I:** Yes, it works well. I understand. Shall we start now?

**MI:** Of course. Let's do it.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** It is considerable. Because that my function here If I don't have that knowledge, I should not be here.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** It's very significant, highly important.. Vision 2030 is a catch-all formula for strategic success, strategic in the sense that it is long-term and cannot be done overnight. Vision 2030 is our strategic recipe for new thinking, new ways, new aspiration, new life, and new future. I believe the Vision has become the basis of what we all do now and what we see for our future. There is a sense of overconfidence in my manifestations...but, I think I have all the reasons. The ubiquity, clarity, and power of influence of the Vision penetrate our lives, and because of that, unmistakably, Vision 2030 will lead us to the transformation we all desire.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** It is common knowledge, and if you have been an active observer of our environment, you will conclude that primarily is our human resources, our institutions, and our industries are being strengthened.

### **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, I am in Vision's economic pillar.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I am involved in sound economic management.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** I am talking about annual performance at institutional level...because that is where our deliverables are better measured.

**I:** Would you say the progress situation you have described represents a national trend?

**MI:** Yes...it is. All pillars...and the interventions involved...performance-wise are very stable. I think everybody realizes that Vision 2030 is a long journey, a difficult mission for which we cannot afford to blink.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** Whether it is from a theoretical, practical, or logical perspective, I think there is no argument that human resources development is the most important of the four pillars. Human resources development cannot be subordinated to any other pillar inasmuch as it is all about enrichment of the nation's human capital stock, which precedes all other development considerations and other asset-building measures for purposes of national transformation.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, without them, we will be demoted to institutional extinction.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** Yes. We embrace both. It's a dual engagement purporting best practice in capacity-building...We...we may not excel in both but it has to be a strategy that combines human and administrative capacity development choices. To me... human capacity takes precedence...without it...it is extremely difficult to achieve sustainable administrative capacity. The human intellect is a precondition to administrative capacity, but they should jell together to form a robust institutional system.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** Our use of both human and administrative capacity strategies enables us to be in the vantage position to discern and act on needs of our constituents in light of the guidelines and standards of central policymakers. This capacity to discern, learn, and decide in the most auspicious manner is the first advantage of combined strategy. The second advantage...we became much more professional in our thinking, values, and actions. The third advantage is that we became a highly collaborative organization, each one exuding confidence, trust, and helpful attitude.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**MI:** Woowww I would rank them as follows 1. Vocational training; 2. Postgraduate degree; 3. international alliances; 4. Gender balance; 5. Organization diversity; and 6. National literacy.

**I:** Why do you rate vocational training and postgraduate degree as your two topmost development priorities?

**MI:** I consider vocational training as top priority because that is the most urgent gap in our educational infrastructure. Qatar's development thrust is stunted by a large population of non-competitive workforce because people do not have marketable vocational or technical skills...Our people need to have portable competencies, which would be rightly addressed by vocational and technical training. I consider postgraduate degree as the next priority because we need local talents with higher education accomplishment. For a nation that trains its sight to a horizon populated by topnotch competitors, whether in the labor markets, products, or services, the competencies of development practitioners with master's and doctoral degrees are a necessity ... superior problem-solving skills, professional maturity, good judgment, and

profound intellectual content...and critical mindset...these are the qualities we can derive from postgraduate degree holders. It is not absolute, but it is generally predictable.

### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** we interact with government and policymakers very much...one thing we enjoy doing because of its fulfilling and learning benefits.

**I:** Do you have this kind of interaction within your organization?

**MI:** Yes, through time, we have learned to practice what we observe as ideal and confidence-building for our staff.

### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** Interaction with private sectors are very important. Work force development is a very extensive area in human capital formation for which we must collaborate internally and externally. We view the private sector as essential source of information for employee recruitment, selection, training, and retention techniques, including career development and job succession. We do a lot of alignment and updating in anticipation of our larger role when the pillars of Vision 2030 generate employment and career opportunities for citizens, as well as for expatriates who have been more or less a permanent part of the labor mainstream.

**I:** In your observation, which makes contribution that is more meaningful to capacity building – government or private sector collaboration?

**MI:** political and economic landscape of Qatar, it is definitely government collaboration that makes meaningful and substantial contribution to capacity-building from a societal perspective. The government can assume high risk and yet remain receptive and resolute to continued injection of massive resources, which may not be conveniently available from the private sector, or simply because the private sector may be nervous-prone in their investments. With public sector collaboration, there could be broader possibilities ...well...it is the government that responds to political, economic, social, and technological forces, including environmental elements, that may constrict capacity-building. The private sector does not have this luxury of resources, time, and dedicated commitment.

#### **Cluster 7: Lead Agency in Capacity-Building**

**I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.

**MI:** I think I have addressed this question earlier in my representations about the commanding presence and ascendancy of government in the strategic development environment. I have a strong bias for government leadership in capacity-building, not because I do not believe in the

business sector. In the eventual transformation, we will remain partners with the business sector, jointly celebrating the gains of a new Qatar.

### **Cluster 8: Strategic Direction and Recommendations**

- I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?
- MI:** I would think the potential of each pillar is tremendously destined to success based on the overwhelming on-target performance ratings of each segment of Vision 2030. I anticipate each pillar to deliver successful results...The...We...we owe this emerging indication to all pillar development actors for having conscientiously adapted to the dynamic needs of the Vision's implementation. As we used to say, we started from very skeletal beginnings, but the issues we had to confront... the hurdles we had to overcome were scary confidence-destroyer. Personally, though, my concern is positioning our delivery of values to our people against the onset of challenges from external forces including the impact of globalization... Although inching up in a consistent manner, human resources and social development involve very long gestation period. Progress is going on in Vision's development agenda, but the pillars of development need to proceed on synchronized motion to create much greater impact locally and globally. Nonetheless, economic development is gaining ground...and it is due to the insatiable appetite of many foreign investors to get the first crack at opportunities our planned transformation entails. Environmental development has been there, but scaling up its coverage and context regulates the speed by which results can be generated.
- I:** What should be the top three objectives for developing human and administrative capacity in the long-term?
- MI:** First: hasten and intensify the competencies and competitiveness of Qataris with profound learning infrastructure...I admit this is easier said than done, but with the resources and commitment of our government, it is not unlikely that this will emerge...with the ground works done and actions progressing with consistency.



Second: Set up pilot industries to showcase that economic diversification has evolved...this way more investors will bet on the industrial development agenda of Qatar. The thrust on building a robust knowledge economy should be a paramount investment frontier...which has been looked at and being acted on. In these pilot industries, the employment of Qataris is a primary consideration to speed up human and administrative capacity enhancement. Third: Implant across all pillars, technology-enabled monitoring and evaluation system...so that at any time we know where we are with particularity and accuracy.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** First, we fast...build durable foundation for human capital excellence;

Second, we proceed with the strengthening of our institutions, more particularly in the delivery of public services.

Third, we increase pilot industries with the engagement of the largest possible population of local talents; fourth, we all embrace to the hilt globalization and all the emerging technologies it brings; and lastly, we put in place technology-enabled monitoring and evaluation system.

**I:** You have actually answered most of my questions in this section. Maybe if you have any additional comment.

**MI:** aaaaaaaaaaaaaaaaaaaaaahhhh.. no I don't think I have any comment again

**I:** Thank you very much for your time.

**MI:** Welcome

END OF INTERVIEW

## INTERVIEW TRANSCRIPTS

Serial No. QKI-015-2017

Interviewer: Student

Interviewee: Deputy Head, Manpower Development

Date and Time of Interview: May 15, 2017 / 4:00 P.M.

Interview Venue: Office of Interviewee in Doha, Qatar

Start of Session:

**I:** Good afternoon. Hope your afternoon is fine and thank you so much for making yourself available for this interview. Your views will definitely enhance the quality of information in my research.

**MI:** You're welcome. It's a pleasure. Shall we start? I am somehow of held up so I would like to go a bit faster.

**I:** Before we begin, I wish to confirm if you have gone through and signed the informed consent form. It's a confirmation that your participation in the research interview is completely voluntary, you can decline to answer any question, and that you can withdraw anytime.

**MI:** Yes, and please increase the level of confidentiality

**I:** You can have my word. Shall we start now?

**MI:** Yes, let's start.

### **Cluster 1: Knowledge of Qatar Vision 2030**

**I:** In your role, how would you consider your level of knowledge about Qatar Vision 2030 – considerable, sufficient, adequate, or limited?

**MI:** Definitely, it's considerable.

**I:** How would you describe the significance of Vision 2030 to the transformation of Qatar?

**MI:** Vision 2030 is the key to Qatar's future, so it's really exceptionally significant. You will note that the government has invested a lot of resources and strategic representations to evolve and pursue the Vision. A lot of heads got involved into its conception, planning, and execution. The fundamental significance of the Vision 2030... I would think and state...it boils down to the Vision being the nexus of human, economic, environmental, and social development. I would add that the Vision provides a multi-dimensional platform for decisive transformation where Qataris and their families will be the ultimate beneficiaries. It is clear that across the public sector, and even in the private sector, the Vision has taken a ubiquitous presence. In essence, the Vision has become a powerful phenomenon influencing how people think and behave about Qatar's future.

**I:** What would you consider the three most important barriers to the success of Qatar Vision 2030?

**MI:** Based on the human capital issues that we address, I think the No. 1 barrier is the inadequate human capital foundation on which the Vision 2030 stands. The human resources development pillar of the Vision represents a critical problem that can stymie most development efforts. The No. 2 barrier is Qatar's weak institutional framework that impedes Qatar's capacity to respond to stimuli...then being over-dependent on expatriate services, for which we have no option other than to embrace it. The No.3 barrier, based on my observation, is the lack of mechanism that can potentially address human capital weakness at the earliest possible instance, which I know would really take some time. But, again, based on our experience, improvements can be introduced and actions are afoot to mitigate the problem. That's exactly the good news, we know the problem and we know what we are doing to resolve them.

## **Cluster 2: Significance of Development Pillars**

**I:** Are you working on any of the elements of the economic pillar of Qatar Vision 2030?

**MI:** Yes, I am engaged in Vision's economic pillar.

**I:** Which economic pillar are you working on, Responsible Oil and Gas, Economic Diversification, or Sound Economic Management?

**MI:** I am involved in economic diversification and its manpower development elements.

**I:** How would you assess the progress of the economic pillar you are working on – above target, on target, or below target?

**MI:** Well, we're about on target

**I:** Would you say this progress situation you have described represents a national trend?

**MI:** Yes. The reports that we come across with show a picture of reasonable accomplishment. I think the preparations and provisions made by the government before the Vision 2030 launch, and even up to now, leave very small room for unnecessary shortfalls in agency or institutional performance... well, because the context, dynamics, and dimension of Qatar's development issues outweigh the interventions being made...yet, to our excitement...amid unnerving challenges, we seem to be continuously gaining headway.

**I:** Of the four pillars, which do you think is the most important for the success of Qatar Vision 2030?

**MI:** It is definitely human resources development. Nobody can argue against the value of human capital in any organization or program. With the situation of Qatar, where a large base of the

population remains uneducated, human resources development becomes even more critical. You need people to push to convincing progress the economic, social, and environmental pillars, people who possess the competencies to make the pillars truly useful to Qatar's transformation. The low level of educational attainment in the country makes human resources development a paramount short-term and long-term concern, well...because of its importance.

### **Cluster 3: Administrative and Human Capacity Strategy**

**I:** In your role, are you familiar with the concepts of administrative capacity and human capacity? Yes/No

**MI:** Yes, I am very familiar with them.

**I:** Do you have a defined strategy for building the human capacity or administrative capacity in your organization? How would you describe it, if any?

- Human Capacity Only
- Administrative Capacity Only
- Both
- Neither

**MI:** Yes. It is a combined human and administrative capacity strategy. In manpower development, we address not only human capacity, but also the institutional processes, practices, and frameworks that enable the individual to leverage capacity to high performance. If there is no institutional capacity to let human capacity flourish, then everything stops in the value chain. We unnecessarily deprive the public of what they need, and what they aspire for. We cannot adopt one strategy to the exclusion of the other. We have to have both...that is what the change agenda of Vision 2030 calls for.

**I:** Can you cite three advantages your organization has experienced in using both or any of the strategies?

**MI:** With the use of the combined strategy, the advantages are: people become more efficient and productive; the organization rises in credibility, relevance, and value; and quality of organizational output becomes highly predictable because of organizational compliance with the high principles of quality, superior value, and accountability. We institutionally have all these advantages because of the combined strategy.

#### **Cluster 4: Capacity-building Requirements**

**I:** How would you rank the following development areas in order of importance for your capacity building strategy?

- Postgraduate Education Levels
- National Literacy Levels
- Vocational Training
- International Alliances
- Gender Balance
- Organization Diversity

**MI:** Based on our institutional experience, the following ranking fairly represents reality: 1. Vocational training; 2. Gender balance; 3. Postgraduate degree; 4. International alliances; 5. Organization diversity; and 6. National literacy.

**I:** Why do you rate vocational training and gender balance as your two topmost development priorities?

**MI:** We recognize the need for responsive vocational, technical, and technology-oriented content in our educational curricula. We realize these courses could elevate substantially the knowledge, skills, abilities, and overall competencies of our citizens...and you know...that should really happen...that will make our people highly competitive elsewhere. And that change in our educational legacy will reorient our people toward a much different view as to how their lives and careers should be carried on in light of their environments. On gender balance, we also realize the growing importance of women in society...we very well know that women, from a cultural perspective, have not been generally exposed to career life in Qatar...But...you know, time has changed and we are receptive to life's changes. We must note that... that it is precisely what is espoused by Vision 2030. Culture is difficult to break, but it is open to persistence and benevolence. Once you succeed in managing culture and keep it aligned with the necessities of life that is where human capital development can advance...and we should know that too in manpower development.

**I:** Based on experience of some countries, it appears that educational reform is a complex and contentious issue that takes time before it can produce the desired gains. How do you think this reform will happen in Qatar?

**MI:** I don't see it as a problem in Qatar, especially on our transformation mode. We rely on the wisdom and decisiveness of the leadership...after all, all this change initiative is an offshoot of their discernment and decisive action.

#### **Cluster 5: Government Collaboration**

**I:** To what extent do you interact with government or policymakers with regard to your administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot

- Very Much

**MI:** We are very much at it. Government collaboration is the nexus of our institutional life.

### **Cluster 6: Private Sector Collaboration**

**I:** To what extent do you interact with other companies in trying to build administrative and human capacities?

- Not at All
- Occasionally
- Regularly
- A Lot
- Very Much

**MI:** In the holistic conduct of our function, we collaborate a lot with private companies. It is one best way of being connected, updated, and aligned with reality. It's a crucible of public and private interactions. You learn immensely from that crucible...and it helps broaden our perspective in both individual and institutional performance.

**I:** In your observation, which makes more meaningful contribution to capacity building – government or private sector collaboration?

**MI:** I would tend to qualify my answer...If we are talking of capacity building on national dimension, where the intention is to empower every citizen of Qatar, like what Vision 2030 aims at, it is government collaboration. But if we are talking of fulfilling the mission of a particular business, empowering its employee base for high performance, it is private collaboration. There is no argument if it is a national mission... the government functions as a nerve center for capacity development.



### **Cluster 7: Lead Agency in Capacity-Building**

- I:** Do you believe capacity building to be led by the government or by business —government, business, or both? Please explain your answer.
- MI:** In light of my answer to your last question, I remain confident that under all circumstances, when it comes to national capacity building, it is the government that should lead the exercise...more so in Qatar. Our system of constitutional monarchy befits the leadership ubiquity, benevolence, and commitment that national capacity-building demands. By the wink of an eye, the system can deliver what it takes and what the situation needs to elevate human and institutional capacity. As Qatar has rapidly grown to be one of the wealthiest nations on earth because of our massive natural resources, in responding to this opportunity, it is not unusual to miss, by oversight, the need of embellishing our growth with simultaneous capacity-building. Expert assistance from expatriates temporarily solved the immediate need of the country even if we may say ...all borrowed human capital. The government has to be credited for such a decisive remedial solution to seize opportunities in major frontiers of development. You may have observed the government has made massive infusion of resources to accelerate capacity-building...and it will happen just in time for the next generation to fully benefit from it.

### **Cluster 8: Strategic Direction and Recommendations**

- I:** How will you assess the Qatar Vision 2030 in terms of potential success in each pillar of development?
- MI:** In my assessment, all pillars are in the right place and in the right time, which means they are all on-target...for this reason every pillar projects inspiring and refreshing success potential. Although I admit further results are yet to be seen, but at least... there are lots of ongoing key actions serving as a stimulus for development stakeholders to respond to. And these key actions put Qatar on the global development map. For example, initiative on economic development has attracted a lot of potential investors and partners; in like manner, our

initiative on human development and environmental development are both attracting many foreign development actors; and even in social development, which generally should be an all-Qatar transformation scenario, has also elicited international interest. In the overall, I think all pillars are aligned toward Vision 2030, although I anticipate persistent challenges in the area of human capital development because, in itself, it is a long-term missionary undertaking...but...but...yet I can foresee major relief once our people have internalized the value of what we are doing in human capital development. And our citizens' understanding and appreciation is vital in a change agenda involving altering and reframing of the entire learning infrastructure in Qatar.

**I:** What should be the top three objectives for developing human and administrative capacity in the long-term?

**MI:** The first thing I would like to note is that we need to accelerate human capital development over other pillars, because of the centrality of people's competence in human and administrative capacity-building. Secondly, Allocate and develop an expanded community of Qatari scholars to identified Vision 2030 roles and engage them in actual development assignments, if necessary with foreign expert assistance. Thirdly: Implement responsive measuring and evaluation standards so that each pillar performance can be precisely gauged at any given time. You might wish to note that I am simply echoing what has been considered in Vision 2030 and being acted on now.

**I:** What do you think should be done to accelerate the economic diversification in Qatar?

**MI:** I think it is clear. First: The government should continue its vigilance and unwavering commitment to Vision 2030, because the government serves both as a beacon and inspiring force in the change agenda. Second: Our educational system should put marked premium on vocational training, technical and technology-based courses, including the esoteric field of information and communication technology... Third: We should identify, earmark, develop, and immerse local talents to actual experience in Vision 2030, tapping foreign expert assistance if necessary...What else? Err...Fourth: We should build robust learning, training,

and technology infrastructure... and...Fifth: We should adopt...what we call... investment-friendly laws and policies, as well as eliminate business entry barriers like lengthy and difficult processing and accreditation systems...and the last... We should adopt responsive monitoring and evaluation system to track our results, and where necessary, implement corrective measures.

**I:** You have comprehensively addressed my questions. Would you have anything to add?

**MI:** None, I have no more to add. Are you done?

**I:** Yes. Thank you very much for your time. Again, I wish to express that I take it as a great honor and privilege to interview you.

END OF INTERVIEW